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## On the Cover

Night-time traffic flows past skyscrapers in Tel Aviv, Israel.

*Photograph by Noam Armonn/Corbis*





## HR's Role in the QDDR

In issuing the first Quadrennial Diplomacy and Development Review last December, Secretary of State Hillary Rodham Clinton asked, “How can the State Department and USAID do better in delivering results for the American people—protecting our interests and projecting our leadership in the 21st century?” The question is a challenge and particularly important at a time when our resources are tightening and our missions and responsibilities are growing in number and complexity.

For the Bureau of Human Resources, the Secretary’s challenge begins, of course, with our people. We must build and maintain the human capital to lead through civilian power. We must recruit, even in tough budget times. We must train and make the best use of all our people, Foreign Service, Civil Service and Locally Employed Staff, to ensure we have the right people who are fully prepared, where they are needed, when they are needed.

The challenge we face is captured in a phrase from the QDDR, “Ambassadors as CEOs of multi-agency Missions.” To the traditional tasks of diplomacy have been added the complexities and numbers of a proliferation of agencies, from the Centers for Disease Control to the Federal Aviation Administration and Homeland Security, all serving the common mission of protecting our national interests and security. Nearly 40 U.S. federal agencies now have representatives overseas. Except for those under the command of the U.S. military, all report to the ambassador, who is accountable for their performance and the results of their programs. In implementing the QDDR, we seek to reinforce the authority—and accountability—of our ambassadors for the people and activities at their posts.

The ability to lead a multi-agency, whole-of-government approach to diplomacy is a Department-wide requirement. The Foreign Service Institute is increasing training at all levels to strengthen our capacity to lead through civilian power. We also plan to increase the number of details and rotations with other agencies to build interagency experience.

A key area in which we can do better is taking full advantage of the talents of all our people. The Department has differing personnel systems for Civil Service, Foreign Service and Foreign Service National employees. To maximize our effectiveness, we must increase our flexibility to deploy employees where most needed and where their expertise can be properly leveraged. We are seeking new opportunities for CS employees to deploy overseas on limited-term FS appointments and ways to make it easier for FS employees to serve in CS positions in Washington and

will further develop our Locally Employed Staff, training for leadership and expanding a cadre of experts able to deploy where needed in crises.

The Department must embrace and foster innovation, entrepreneurship and appropriate risk taking. As a starting point, we are looking at ways to adjust the Foreign Service Officer Test process to more fully capture the qualities of innovation necessary today and in the future.

HR is directly responsible for four of 19 tasks in this phase of the QDDR, but we are deeply involved in many other tasks as well. In particular, we provide advice and technical support as the Department stands up new bureaus and makes other structural changes. The character of the new bureaus—Energy Resources, Counterterrorism, Conflict and Stabilization Operations—reflects the growing need for specialized knowledge in key areas of global civilian power. Developing specialization in the service of our global diplomatic mission is a key HR challenge of the QDDR.

I encourage all of you to take a look at the QDDR to see the direction the Department is moving in. To access the report and related material, please see the following Web sites: [www.state.gov/s/dmr/qddr](http://www.state.gov/s/dmr/qddr) and <http://qddr.state.gov>.

As always, if you have any general comments or suggestions on this or any other topic, please feel free to drop me a line via unclassified e-mail at DG Direct.

A handwritten signature in dark ink, reading "Nancy J. Powell". The signature is fluid and cursive, with the first name "Nancy" being the most prominent.

Nancy J. Powell  
Director General





From left, Hamburg State Representative Michael Sachs, Consul General Inmi Patterson and Tashi Takang, general manager of the Hyatt hotel, cut the anniversary cake.

## ‘Little White House’ Consulate Celebrates Birthday

In August, the U.S. Consulate in Hamburg, affectionately known by locals as “the little White House on the Alster” River, celebrated its 60th anniversary in its present building. The event was attended by representatives of the Hamburg city government, all five German political parties, leaders of the city’s Muslim community and organizations associated with the city’s 20,000 Americans.

The consulate building is a beautiful classical structure and houses a U.S. mission established in 1790 by President George Washington. Peter Boué, a direct descendant

of the first U.S. consul to Hamburg, John Parish (1790–1796), attended the celebration along with 200 other guests, including Ingrid Jessen, who worked for the consulate when it moved to what is known as the “White House” in 1951.

At the celebration, Consul General Inmi Patterson highlighted the bonds linking northern Germany with the United States, including the more than five million Germans who emigrated to the United States through the port of Hamburg.

Hamburg State Council Deputy Michael Sachs spoke of the indispensability of

personal contacts to diplomacy and the consulate’s role in Hamburg, Germany’s second largest city, its media capital and home to Europe’s third-largest port. Several U.S. companies have operations in Hamburg, including Google, Caterpillar, Honeywell, Johnson & Johnson and Exxon Mobil.

To cap the celebration, pianist Susanne von Laun played Johann Pachelbel’s “Canon in D” on a piano that Steinway Hamburg had restored just in time for the occasion. The birthday cake, which featured a rendering of the consulate building, sparked the guests to sing “Happy Birthday, dear White House.”

# 'Boot Camp' Boosts Fitness at Embassy La Paz

Twice a week at 6:30 a.m., the Marine Detachment commander at the U.S. Embassy in La Paz shouts to a group of exercisers, "Pain is weakness leaving the body" as he leads them in a fitness regime.

The program run by Staff Sergeant Jose Reyes Jr. began as a six-week women-only "Marine Boot Camp" in August after several female employees at Mission Bolivia expressed interest in having a high-altitude fitness training program designed for them. Eleven women signed up, and the program has since become co-ed due to its popularity.

"At first I was doubtful, but after receiving the encouragement and support from the

Marines and embassy staff we decided to give it a shot," Reyes said. "Now, I am extremely pleased. These women did not just receive a good workout but created a bond with each other, similar to a Marine Corps unit's esprit de corps. This program instilled teamwork, self-discipline and camaraderie. The Marines and I were extremely grateful for the opportunity to train these wonderful women and help them achieve a healthier lifestyle."

Participant Megan Gallardo said, "Breathing at high altitude is hard enough, but keeping fit is even harder. Thank goodness we have the Marines to help us acclimate and get healthy."

"Boot camp was and still is a big question mark for me that is there every day, asking: Am I going to be a wimp or am I going to

be strong today?" said Madelaine Vargas of the consular section. "Thanks to the Marines and my workout buddies, I can honestly answer 'I'm strong.'"

"Sometimes, when you work out by yourself, you fall into a comfort zone where you can't or don't want to push yourself," said Daniela Orrico of the financial office. "Boot camp with the Marines encouraged me to give the extra mile that helped me get fit."

Thanks for the boot camp go to Reyes, Staff Sergeant Anthony Eldridge, Sergeant John Collins, Corporal Sunly Pheakra, Corporal Geoffrey Gonzales and Corporal Tom Fischetti of the embassy's Marine Detachment. They've given the post a fitness regimen just in time for the post's Marine Ball this month.



Under the direction of Marines, boot camp attendees do abdominal crunches.





## New Deputy Emphasizes Lessons Learned

At his Sept. 8 swearing in as Deputy Secretary of State, William Burns, formerly Under Secretary for Political Affairs, recognized “all those who have gone before us, the generations of extraordinary American diplomats on whose efforts we build.” Burns is only the second serving Foreign Service officer in history to become Deputy Secretary.

He said the honor of becoming Deputy Secretary was “really about honoring the Foreign Service, in which I have been proud to represent our country for nearly 30 years,” and about honoring the State Department family and “those who serve with me today, whether standing together in this room, or doing the hard work of our profession in hard places around the world, from Baghdad to Kabul to Tripoli.

“It is about honoring the next generation of Foreign Service officers,” he continued, and honoring Civil Service professionals, office management specialists, Foreign Service Nationals and “Foreign Service families, whose sacrifices and devotion are as remarkable as they are underappreciated.”



He acknowledged that he was standing in the very room where, nearly 30 years earlier, he stood to be sworn in with his A-100 class. A classmate was his future wife, Lisa Carty, “who through the miracle of alphabetical seating sat next to me that first day, and has both stuck by me and been stuck with me ever since.”

He also spoke of the lessons he has learned in 30 years with the Department, including that “there is no substitute for strong American leadership in the pursuit of our interests and values,” and that “a little humility often goes a long way in the application of American power and purpose.”

Burns, who was sworn in by Secretary of State Hillary Rodham Clinton, also said he’s found “there is still no good alternative to carefully matching ends to means, to setting clear priorities, to pursuing disciplined strategies,” and that “diplomacy, defense and development cannot be viewed as isolated ingredients in our national security, but must be seen as vital parts of an integrated whole.”

Burns said he learned the importance of good partnerships among people at every level of government, and that he looked forward to working alongside Deputy Secretary for Management and Resources Tom Nides, his counterpart on management and budget matters.

Burns thanked his parents, wife and children, Secretary Clinton and his “extraordinary mentors, colleagues and friends—people who showed me the value of honesty, loyalty, compassion and good humor alongside professional skill; people who enriched my life professionally and personally; people who made me look far better than I ever had any right to look.

“At every step along the way,” he said, “I have learned from people who taught me to share credit and take responsibility... people who taught me that you have to pick yourself up after you make mistakes, learn from them and move on... people who taught me that staying in the arena, in good moments and in bad, is the only way to make a real difference.”

Deputy Secretary Burns is sworn in by Secretary Clinton.

## HR Unveils Electronic Official Personnel Folder

Responding to an Office of Management and Budget mandate to all Executive Branch agencies to eliminate paper copies of employees’ official personnel folders by December 2013, the Bureau of Human Resources’ Executive Office has released the Enterprise Human Resources Integration electronic Official Personnel Folder.

To support this initiative, HR coordinated with OPM to convert more than 5.4 million pages of documents to electronic images.

“Our team spent thousands of hours converting these documents and preparing for the integration,” said HR Records and Information Management Chief Pam Bundy. “This e-government initiative gives domestic and overseas employees the capability of viewing and printing their personnel records at their desktops 24 hours a day.”

She congratulated her staff and the employees of HR’s Systems Development, Systems Oversight and Enterprise Systems divisions. She said employees like the eOPF, seeing it as easy to use and intuitive.

After completing a pilot test and launching the EHRI eOPF in phases, HR has made the eOPF available to all Department employees. Now, employees’ entire OPFs are online, including images of all paper documents formerly maintained in the hard copy folder.

Among the eOPF features are:

- Changes to the employee’s view of the eOPF and the authorized user console.
- Minor changes to layout/navigation. For example, Notifications of Personnel Actions (SF-50s) can now be accessed by clicking the “Admin” button on the navigations panel and selecting “SF-50/Notification of Personnel Action Documents” from the drop-down menu.
- Changes to OPM document titles. Some document listings now use the official name, as defined by OPM, and are indexed individually by their effective date. These include the Thrift Savings Plan Election Form, Ethics Pledge, Transcript of Service History and Health Benefit Election Form.
- Authorized users now must select or enter a reason for viewing admin/performance documents.

As the Department moves from paper-based processes to electronic ones, EHRI will streamline HR business processes, eliminate the need for paper files and cut costs, giving HR personnel more time to focus on employee career counseling and development. Questions or concerns regarding EHRI eOPF may be directed to the eOPF Team at [opf@state.gov](mailto:opf@state.gov).



Supervisory Special Agent Richard Lin, right, keeps an eye on the media as the Duke and Duchess of Cambridge arrive at Los Angeles International Airport in July.

## DS Protects Royal Newlyweds During L.A. Visit

To protect England's royal newlyweds Prince William and Kate Middleton during their three-day visit to Los Angeles in July, the Bureau of Diplomatic Security planned and managed a sophisticated protective security operation involving dozens of special agents and half a dozen other law enforcement agencies.

DS special agents spent four weeks preparing. They reviewed every venue to be visited, including each site's entrance and exit, and identified chokepoints on the travel routes and potential on-site safe havens. DS worked with the California Highway Patrol, Culver

City Police Department, Los Angeles Airport Police and other law enforcement agencies and the British government, and assigned dozens of additional special agents from DS field and resident offices across the region.

Part of the DS mission is protecting foreign government officials below the level of head of state and other high-profile VIPs. In 2010, DS provided 178 protection details in 259 U.S. cities for visiting foreign dignitaries. In the first six months of 2011, DS conducted 74 protective details for foreign dignitaries who visited 133 cities.

Visiting foreign VIPs protected by DS in 2010 included His Holiness the Dalai Lama, Prince Harry and Prince Andrew of Great Britain, U.N. Secretary General Ban Ki-Moon, Palestinian Authority President Mahmoud Abbas, Iranian Foreign Minister Manouchehr Mottaki and former British prime ministers Tony Blair and Gordon Brown.

DS protected some participants at the annual U.N. General Assembly and is protecting foreign dignitaries at the Asia-Pacific Economic Cooperation meeting in Honolulu this month.



## Strong-Man Match Strengthens U.S.-Russia Ties

In August, the U.S. Consulate General in Vladivostok co-hosted a strong-man competition called “Pacific Strong: Russia vs. USA” in which some of the strongest men of both nations competed in several challenges before more than 500 people.

Acting Consul General Jason Sheets welcomed the media to a press conference that took place two days before the event and participated in the event’s opening ceremony. The post’s public affairs office provided logistical support for the event.

Teams from each nation lifted 200-kilogram stones and 300-kilogram logs and cars, and pulled tractor-trailer trucks. The American

delegation, headed by the president of America’s Strong Men Corporation, Dione Wessels, included U.S. athletes Travis Ortmayer and Andy Vincent. The Russian team was

headed by the president of the Far Eastern Federation of Body Builders, Mikhail Pogodaev. Russia’s current strongest man, Mikhail Koklyayev, was the master of ceremonies but could not compete due to an injury.

The American team won despite arriving in Vladivostok mere hours prior to the event’s start, after a grueling flight from New York. In a display of international sportsmanship, Russian spectators warmly greeted and supported them.



**Russia**



Andy Vincent, left, and Travis Ortmayer celebrate their victory.

## Performance Management Process Improved

As the Department approaches the end of the Civil Service rating cycle and the midpoint of the Foreign Service cycle, the Bureau of Human Resources has improved its performance management tools by adding dashboards and ePerformance e-mail notifications.

The dashboards, available to authorized managers via Employee Self-Service in the HR Portal/HR Online, provide a high-level visual summary of ePerformance activity for the current rating cycles and display ePerformance metrics, including the percentages of complete and incomplete performance documents such as appraisals that are due from a bureau, office or post. Managers can access reports that show the status of their performance documents for each employee and applicable rating official in their bureau.

In addition, ePerformance e-mail reminders are now automatically sent each week to rating officials (supervisors) and employees when performance documents are past the required initiation or completion date in ePerformance.

“These tools assist with performance



management and help ensure timely completion of performance appraisals,” said Ruben Torres (above), HR’s executive director. “With the dashboards alone, bureaus know exactly which employees are still due appraisals and where they are at in the process.”

The CS annual performance appraisal cycle ends on Dec. 31. By Feb. 17, 2012, CS employees must have a 2011 rating of record in ePerformance.

The Foreign Service Institute’s distance learning course Performance Management and Evaluation Process (PA495) provides CS employees and their supervisors an overview of the regulations and procedures on managing performance and emphasizes the importance of clear supervisor-employee communication. Registration is available at [www.fsi.state.gov](http://www.fsi.state.gov).

Although the FS appraisal cycle does not conclude until April 15, 2012, many career candidate generalists whose annual rating cycle began on their arrival in their current post/position may soon be receiving Employee Evaluation Reports. Supervisors of FS employees must provide at least two counseling sessions, at least one of them documented on the DS-1974, during any rating period of one year and at least one documented counseling session for shorter rating periods. The dates of counseling sessions should be added promptly in ePerformance and verified by the rated employee.

Additional information on the performance evaluation process is on HR/PE’s or HR/CSHRM’s Web sites.

# STATE

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All letters become the property of *State Magazine*.

Letters will be edited for length, accuracy and clarity.

Only signed letters will be considered.

## Submissions

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## Deadlines

The submission deadline for the January 2012 issue is November 15. The deadline for the February issue is December 15.

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## American Indians and Alaska Natives: History and Current Engagement

Here at the Department of State, history is an ever-present part of our daily operations: long-standing rivalries ignite conflict, economic policies enacted 30 years ago influence tomorrow's trade treaty. The Office of Civil Rights is also guided daily by the historical significance of the civil rights movement, and strives to echo its message of diversity and inclusion. Part of doing so is helping the Department celebrate America's diverse history.

During November, the federal government recognizes the contributions of American Indians as part of American Indian Heritage Month. The month's designation dates to the early 1900s when Dr. Arthur C. Parker, a Seneca Indian and Director of the Museum of Arts and Science in Rochester, New York, persuaded the Boy Scouts of America to reserve a day of acknowledgment for the "First Americans" in May. In 1914, Red Fox James, a Blackfeet Indian, rode on horseback

through several states, garnering support for an American Indian Day, and in 1915, he presented the White House with the endorsements of 24 state governments. However, it was not until 1983 that Congress designated an American Indian Day. Finally, on August 3, 1990, Congress designated November as National American Indian Heritage Month.

American Indians' influence is intricately woven into American history, and that is how many people think of today's American Indian tribes—historical. Yet, American Indians and Alaska Natives are very much active in current events and even foreign affairs. In 2010, the Office of Special Representative for Global Intergovernmental Affairs, created by Secretary Clinton to work with state and local officials in the United States and led by Reta Jo Lewis, coordinated meetings between American Indian and Alaska Native tribal leaders and government agencies that contributed to the decision to support the U.N. Declaration on the Rights of Indigenous Peoples. The Declaration addressed the rights of indigenous individuals and groups in the areas of culture, identity, language, employment, health and education.

On Dec. 16, 2010, President Obama reiterated his position on the Declaration, saying, "It's a resolution I fully supported—recognizing that no statement can undo the damage that was done; what it can do is help reaffirm the principles that should guide our future." There is no way to erase the transgressions of history. However, as America goes forward, the Administration is working to partner with the American Indian community at all levels.

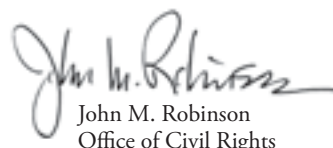
The Department of State has also continued to engage the American Indian community. As part of the Department's

efforts to attract a diverse workforce, recruiters and Diplomats in Residence visit colleges and universities with significant American Indian enrollment. The goal is to attract strong American Indian candidates to the Pickering and Rangel fellowships; encourage internships; increase personalized contact with candidates through career fairs, information sessions, conferences and direct counseling; and effectively target communities of diverse candidates, including American Indians, through the Internet and social media. We must continue this outreach.

The President's support of the U.N. Declaration and collaboration with tribal leaders, complemented by Secretary Clinton's stance on progressive partnerships with Indian nations, has placed the Department in a great position to fulfill the proposition of partnering with American Indians and Alaska Natives on all levels.

American Indian history is American history, and as current events demonstrate, American Indians play a key part in foreign affairs. This November, we celebrate American Indian Heritage Month. We can all agree that it is an improvement from one day in May.

For more information on the Office of the Special Representative for Global Intergovernmental Affairs, visit <http://www.state.gov/s/srgia>.

  
John M. Robinson  
Office of Civil Rights

With Big Sky, Mont., as a backdrop, U.S. Trade Representative Ron Kirk, center in blue suit, welcomes his APEC counterparts to the Meeting of Ministers Responsible for Trade.



# Prosperity Partnering

U.S. hosts Asia-Pacific Economic Cooperation meetings

By Medora Brown

The Asia-Pacific region is a leader in global commerce, but the contours of the region have not been defined. The United States has an opportunity to help shape the region for the 21st century, and the United States has reaffirmed its commitment to the Asia-Pacific by hosting the Asia-Pacific Economic Cooperation meeting this year.

The meetings, hosted by the United States for the first time since 1993, began in March with the first Senior Officials' Meeting of APEC 2011. Secretary of State Hillary Rodham Clinton spoke at the

event, saying the regional trading environment must be open, free, transparent and fair, with economic partnerships governed by reasonable, rules-based approaches that give businesses a fair chance to compete and rely on shared principles. She emphasized that APEC is the best forum for pursuing the desired economic architecture in the Asia-Pacific region.

Comprising 21 member economies, including all of North America, APEC aims to strengthen regional economic integration by reducing trade barriers and moving toward

a seamless regional economy. The United States has been a member since APEC's inception in 1989, and seven of the top 15 U.S. trading partners are APEC members. Trade with APEC economies accounts for 58 percent of U.S. goods exports and 43 percent of world trade.

## U.S. Host

U.S. Ambassador for APEC Kurt Tong is the host for the 2011 APEC meetings. He and his office, the Economic Policy office within the Bureau of East Asian and Pacific Affairs, have worked to ensure U.S. policy

goals for the year are achieved.

"Hosting APEC is a superb opportunity to set the economic policy agenda for the region," Ambassador Tong said. "We have pushed APEC to produce concrete, tangible results and demonstrate it is an organization that gets stuff done."

As chair of APEC this year, the United States has focused on strengthening regional economic integration and expanding trade by addressing "next-generation" trade and investment issues. These include promoting nondiscriminatory, market-driven policies to foster trade in



technology; reducing the time, cost and uncertainty of moving goods through the region; and making it easier for small and medium-sized businesses, the main creators of jobs, to trade in the region.

## Green Emphasis

The United States has sought to promote environmentally sustainable growth by working to reduce barriers to trade in environmental goods and services, reducing and eliminating inefficient fossil fuel subsidies and expanding the market for green vehicles and remanufactured products industries that create American jobs.

The United States has also worked with its APEC partners to better align the region's regulatory systems to reduce burdens on businesses seeking to trade in the region.

"We've used APEC this year to advance our economic agenda in the region, and each member on our team has succeeded in this objective," said EP Director Louis Bono. "We've launched efforts to increase the role of women in the economy, set lower carbon emission strategies and reduce barriers to trade in health services—raising the standard for all economies to get stuff done in APEC."



Secretary Clinton delivers the keynote address at the APEC Women and the Economy Summit in September in San Francisco.

To achieve this, EAP/EP worked with a several bureaus, especially the Bureau of Economic, Energy, and Business Affairs; the White House; the Office of the U.S. Trade Representative; and other agencies.

In preparation for President Obama's meeting with APEC leaders in November, the United States has hosted more than 100 working group meetings, involving an estimated 10,000

international delegates and members of the press. Cabinet-level officials hosted eight of these meetings. The United States has provided extensive logistics support for meetings, including meeting space and setup, delegate transportation, hotel rooms, security, press, credentialing and document preparation.

To lead this effort, the Bureau of International Organization Affairs coordinated with the under secretary for Management

to establish the APEC 2011 Logistics Planning Team, which includes members from the bureaus of Administration and Overseas Buildings Operations, among others.

To reduce costs, the United States grouped meetings around five Senior Officials' Meetings, including a kick-off session at the East-West Center in Honolulu, Hawaii, and meetings in Washington, D.C., in March; Big Sky, Mont., in May; San Francisco, Calif., in September; and Honolulu, just prior to the leaders' meeting.

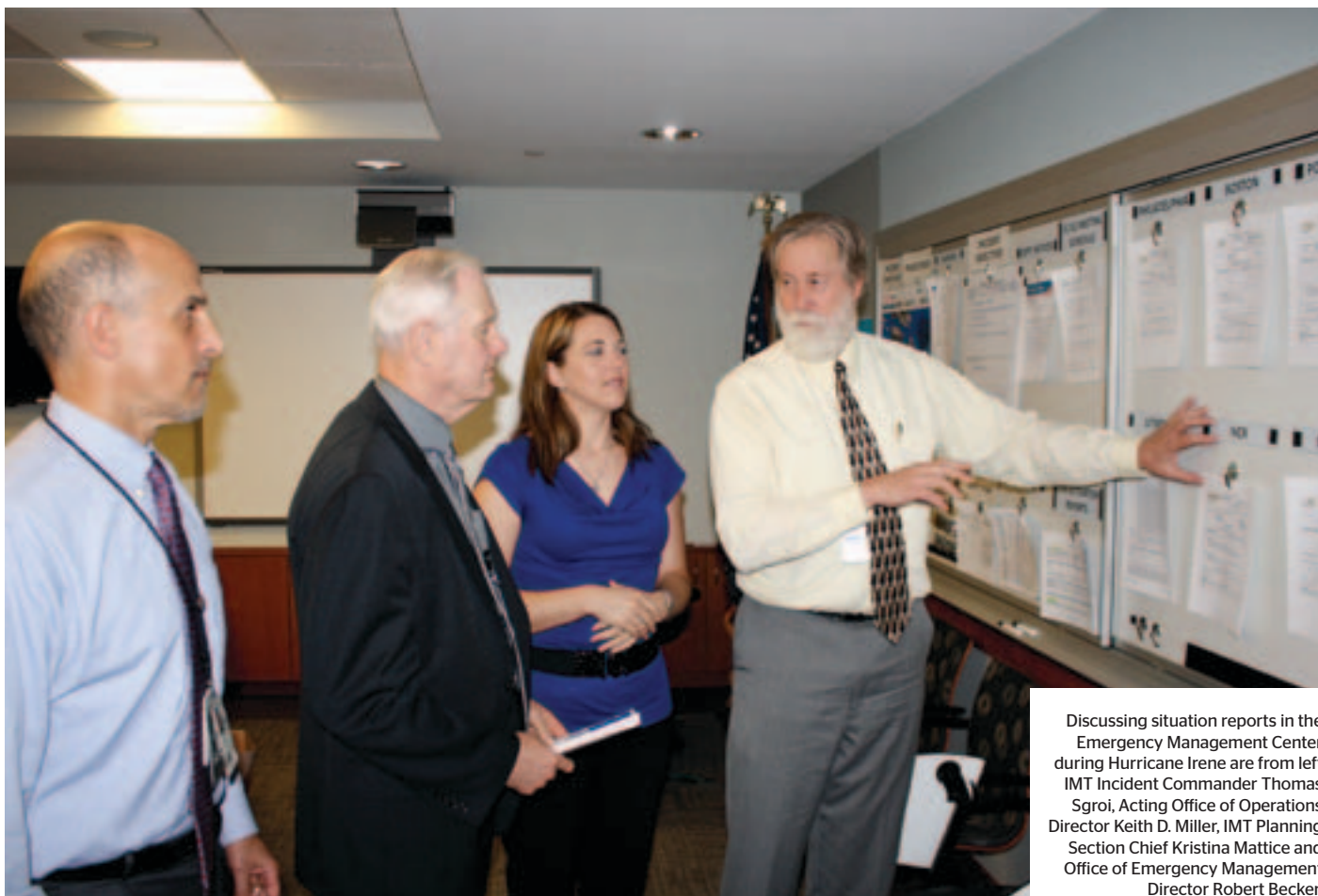
"Our team has worked tirelessly for almost two years to create conference infrastructures that have provided the President and his policy makers with the support they needed to fulfill one of his top priorities for economic engagement in the Asia-Pacific region," said Lynwood Dent, coordinator of logistics for APEC 2011.

Ensuring APEC 2011's success has been a government-wide effort, and all the hard work put into it has demonstrated that the United States is an Asia-Pacific power, helping to shape the future of the region. ■

*The author is a foreign affairs officer in the Bureau of East Asian and Pacific Affairs.*



Ambassador Kurt Tong, left, listens as U.S. SOM Chair Michael Froman, center, deputy national security adviser for international economic affairs, offers a comment.



Discussing situation reports in the Emergency Management Center during Hurricane Irene are from left IMT Incident Commander Thomas Sgroi, Acting Office of Operations Director Keith D. Miller, IMT Planning Section Chief Kristina Mattice and Office of Emergency Management Director Robert Becker.

# Incident Management

Partnering for emergency preparedness  
By Kristina R. Mattice

When a domestic incident threatens Department personnel or facilities, the Incident Management Team is activated to coordinate response efforts between Department bureaus and work with local, state and federal governments to ensure a rapid and effective response.

The IMT is led by an incident commander from the appropriate office or bureau and works with a Unified Command made up of qualified individuals representing a variety of functional capabilities. The IMT is supported by subject matter experts drawn from throughout the Department.

Once activated, the IMT manages the command, logistical, fiscal, planning, operational, safety and community relations issues associated with an incident. The team provides information and coordinates resource support to the Department's domestic facilities and operations before, during and after the incident. It also coordinates with other entities, such as the Bureau of Diplomatic Security or Department task forces, that are activated by the Executive Secretariat to address international aspects of a domestic event.

The team also assigns liaison officers to national command

centers, including the National Response Coordination Center of the Federal Emergency Management Agency and the National Operations Center of the Department of Homeland Security. They provide situation reports to bureaus, the Secretary of State, Department principals, overseas missions and inter-agency partners.

## Response Language

The IMT uses the Incident Command System under the National Incident Management System. The former provides a functionally based, standardized

and scalable framework for preparing for, responding to and recovering from any incident, regardless of its size, nature, duration or complexity. The latter dates to 2004 and is a national framework for governmental and nongovernmental agencies for all types of incidents, allowing emergency managers and responders to work together more effectively. Homeland Security Presidential Directive-5 requires all federal agencies to adopt NIMS for their individual domestic incident management and emergency prevention plans.

The directive gives the Secretary



of State responsibility to protect national security; coordinate international activities related to the prevention, preparation, response and recovery from a domestic incident; and protect U.S. citizens and interests overseas. The directive calls on the secretaries of State and DHS to “establish appropriate relationships and mechanisms for cooperation and coordination between their two departments.”

## 2011 Actions

In March, the IMT participated in an exercise that simulated a 7.3-magnitude earthquake causing destruction throughout the Charleston, S.C., area. The team addressed issues such as the safety and well-being of Charleston Regional Center employees, facility damage and the impact on Department functions and communications.

The timing was fortuitous. Within 36 hours of the exercise, the team was recalled to the Department's Emergency Management Center to respond to potential domestic impacts of the Japan earthquake and tsunami. The exercise meant the team was prepared to respond. It maintained communications with all potentially affected Department employees and relayed information to Department bureaus. Team members said they felt more confident of their response capabilities, having gone through the exercise.

In May, the IMT and a Department task force participated in the White House-sponsored National Level Exercise 2011, which tested the government's ability to implement response and recovery plans in the aftermath of a catastrophic earthquake. The team identified the status of all employees in the affected region, coordinated assistance to affected facilities and aided the task force in responding to foreign government requests to locate and assist their citizens. Though the team and task force each had separate goals and responsibilities, they shared resources and information that made both more effective. From this exercise, team members said they learned small, self-sustaining,

deployable teams were needed for such crises.

Theory became practice when, on May 22, a tornado decimated the town of Joplin, Mo. The Department deployed response teams to the area, since the disaster potentially affected foreign nationals and Department employees (see sidebar).

## Hurricane Response

Recently, Hurricane Irene tested the IMT's capability on a larger scale than ever. Daily communication was carried out via Centralized Emergency Notification System messages, situation reports and teleconferences with more than 130 Department offices located in the hurricane's path, from Puerto Rico to Vermont. Daily status updates were collected, briefed and monitored by employees in the field and National Capitol Region. By the time the hurricane had dissipated, the IMT had initiated communications and support to more than 22,000 people and helped relay the Department's operational status via the Department's public Web site.

The team's assistance was especially appreciated by the Department's passport agencies.

“Having such an organized team up there is very comforting to all of us as we get into the more active hurricane season,” said Ryan Dooley, director of the Miami Passport Agency.

“Even with a few speed bumps along the way, using CENS to get the word out was a definite plus,” said Orlando Rivera, regional director of the Philadelphia Passport Agency.

The IMT's biggest benefits are analyzing response strategies, capturing lessons learned, creating plans to improve future response capabilities and keeping the Department's domestic personnel and property safe and functional in crises. For more information, visit <http://eprep.a.state.gov/> or contact me in the Office of Emergency Management's Planning and Preparedness Division at (202) 776-8993. ■

*The author is the IMT planning section chief and an emergency management specialist.*

## DS Aids Consulates in Tornado's Aftermath

*By Barbara Gleason*

Because Joplin, Mo., has a sizable population of foreign nationals, a Bureau of Diplomatic Security assessment team was on the scene shortly after a powerful tornado struck the city May 22, killing 152 people and destroying an estimated 8,000 structures.

Within 48 hours of the storm, DS had an emergency response team in place from its Office of Foreign Missions and Diplomatic Security Service to assist foreign consulates in accounting for and identifying their citizens affected by the tornado. The team's deployment to Joplin marked the first time that OFM personnel had responded to the scene of a natural disaster affecting foreign nationals.

OFM/Miami Program Manager Mike Morales, OFM/Chicago Program Officer Kevin Olbrysh and St. Louis Resident Office Special Agent Kemmi Sadler (below) worked with the OFM/Chicago Regional staff in identifying key local and emergency response agencies in Joplin. The OFM/Chicago staff also contacted the closest consulate, the Mexican Consulate in Kansas City, and Missouri Southern State University to determine the size and location of Joplin's international community.

The team learned that most of the foreign students had departed the previous week after final exams.

Working from the university's campus, which was undamaged by the storm, the DS team fielded inquiries from regional consulates via the DS Command Center and OFM/Chicago Regional office. Consulates with large numbers of constituents in the immediate area sent representatives to Joplin to identify and assist their citizens.

“Being on the ground in Joplin and working on-site with key emergency response agencies was the best way for the Department to serve foreign consulates seeking their citizens in the tornado's aftermath,” Morales said. “Information on casualties and survivors could best be confirmed only by having personnel on the scene.”

Four days into the DS operation, OFM Deputy Regional Director for Los Angeles Shelley Pate arrived and continued working the disaster scene during President Barack Obama's visit.

By the mission's end on June 1, DS had helped 10 consulates account for their citizens.

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*The author is a writer in DS Public Affairs.*





Small-scale mining is an important livelihood in many developing countries.

# Battling Mercury

OES fights dangerous metal's spread  
By Jane Dennison

In the early 1960s, high levels of methylmercury in industrial wastewater accumulated in shellfish and fish in Minamata Bay, Japan, and were eaten by local people. The resulting "Minamata disease" shocked the Japanese people and highlighted for the world the devastating effects of mercury poisoning. Minamata victims suffer from tremors, abnormal eye movements and other severe neurological impairment.

With the mercury levels in seafood increasing worldwide, mercury poisoning is now a global threat. In 2009, the United

States joined global efforts to address mercury at the United Nation's Environment Program's Governing Council, which is leading efforts to negotiate a new legally binding mercury treaty to reduce the use of mercury and its release into the environment.

## Leading Role

"U.S. leadership in forging this landmark decision demonstrated the importance the Obama administration places on efforts to protect people all over the world from the harmful effects of mercury," said Assistant Secretary Dr. Kerri-Ann Jones.

U.S. support of the negotiations garnered positive press coverage, enthusiasm from a range of domestic stakeholders and support from other governments. The Bureau of Oceans and International Environmental and Scientific Affairs is leading U.S. participation in the treaty's ongoing negotiations, which are expected to conclude in 2013.

Mercury, the only metal that is a liquid at room temperature, is best known for its uses in thermometers, barometers and old-fashioned blood-pressure gauges. It's also used in thermostats, compact fluorescent lights,

plastics manufacturing, dental amalgams and extracting gold from ore.

Mercury exposure can lead to such neurological problems as Minamata disease, alter fetal brain development, harm learning and reduce the IQ of children. It can permanently damage the brain and kidneys, and certain mercury compounds have been linked with cancer in humans. Its accumulation in fish and shellfish has in some cases reached levels deemed hazardous to human health. Since 2004 the Environmental Protection Agency and Food and Drug Administration have issued



consumer advisories, especially directed towards child-bearing women and young children, recommending they restrict intake of certain species of fish and shellfish.

Mercury can enter the environment through various routes and is now a common pollutant. Burning coal can release substantial quantities of mercury into the atmosphere, where it is carried great distances before it's deposited in oceans, lakes and on land—a key reason why an international treaty is needed. It can escape into the air when used by artisanal gold miners and, when breathed in, cause health problems.

“Because of the dangers to people at home and abroad, reducing mercury’s presence in our environment is an Administration priority,” said OES Principal Deputy Assistant Secretary Dan Clune. In 2008, then-Senator Barack Obama sponsored a bill to ban the export of mercury from the United States by 2013. The bill, signed into law by President Bush in October 2008, requires the Department of Energy to designate a national mercury storage site to hold excess mercury.

## Projects Funded

In addition to leading interagency negotiating efforts, OES supports mercury-related

global negotiations and funds a variety of strategic projects that contribute to the host country’s and international community’s understanding of the mercury problem. “These activities are intended to reduce mercury use and its release into the environment and to be a catalyst for further activities on the environmentally sound management of mercury,” said John Thompson, deputy director of the bureau’s Office of Environmental Policy.

Working with the U.S. Embassy in Lima, OES’s Peru project, run by the Keevil Mining Institute at the University of British Columbia, promotes more efficient gold mining so that small-scale gold miners can recover more gold from the ores they process and use less mercury. It also features awareness campaigns to educate miners and mining communities about the hazards of mercury exposure.

A similar project is gearing up in Francophone West Africa, where small-scale gold mining plays a large role in the local and national economies of several countries.

## Storage Needed

As countries reduce the use of mercury in products and gold mining and begin recovering mercury in industrial processes and recycling mercury products, they will need somewhere to store



**Above:** When a person manually “recycles” a compact fluorescent light bulb to recover the copper, mercury can be released into the air. **Below:** Deputy Chief of Mission Leslie Bassett, center, gathers with representatives of the Philippine national and local governments and the nongovernmental group Ban Toxics! at the announcement of a project on national strategic approaches to storing mercury.

mercury securely. An OES project in the Philippines and Indonesia supports the development of national strategic approaches to storing mercury, rather than exporting or using it.

The United States is also conducting mercury emissions reduction activities through the Regional Development Mission for Asia Environmental Cooperation-Asia Clean Development and Climate Program. This U.S. Agency for International Development program includes a policy dialogue on reducing mercury in Asia’s energy sector, the design and implementation of a pilot compact fluorescent lighting recycling program and a workshop to promote standards for mercury in all types of fluorescent lamps.

“The Department’s bilateral and multilateral efforts to reduce mercury in the environment will have long-term benefits to protecting the health and welfare of people at home and around the world,” said Assistant Secretary Jones. ■

*The author is the mercury program officer in the OES Office of Environmental Policy.*



The author, far right, joins International Energy Office staff for breakfast at the Founding Farmers restaurant in Washington, D.C.



# Academic's Year

Science fellow looks back on time with the Department

*By Suresh V. Garimella*

Working as a Jefferson Science Fellow at the State Department has been fascinating and deeply rewarding. Over the course of the year, I learned—and promoted learning—about policy issues surrounding supply disruptions of rare earth elements, Middle East uprisings and their influence on energy access and the Fukushima earthquake and its effect on global nuclear policy.

Recognizing the critical role of science, technology and engineering in the formulation and implementation of policy, the Department initiated the Jefferson Science Fellows program

in 2004, thanks in part to the vision of George Atkinson, then science and technology adviser to the Secretary of State. The program established a new model for engaging experienced and accomplished university professors in the foreign policy world. Paid by the home universities, the fellows serve for one year at the Department or U.S. Agency for International Development as advisors for scientific and engineering issues, followed by at least five years during which they are available as consultants. The program is hosted and overseen by the Office of the Science

and Technology Adviser to the Secretary and administered by the National Academies.

## Bringing Expertise

Jefferson Science Fellows lead research programs at their home institutions while concurrently maintaining their professional responsibilities at the Department or USAID. They bring expertise in a wide array of fields, including women's health, biotechnology, food security, energy and climate change, geology and seismology and space. I was one of 12 fellows who served in the 2010–2011

academic year. The 13 fellows for 2011–2012 will form the largest group so far seen in the program, bringing the cumulative total to 66. Upon completing the program, the fellows will return to their universities to serve as science and engineering “ambassadors” to academia and global research networks.

Because my background includes work on thermal management of electronics and computers, nanotechnology, energy efficiency and waste heat recovery, and renewable energy, I spent my fellowship with the International Energy



and Commodity Policy Office of the Bureau of Economic, Energy, and Business Affairs. I hosted bi-weekly brownbag lunches for a Clean Energy Futures Working Group that featured expert speakers, and coordinated the March 2011 three-day Washington Energy Seminar, which briefed officers across the U.S. government on energy issues. I was also a member of the science and technology working group of the U.S.–Russia Bilateral Presidential Commission and served as a delegate to the Committee on Energy Research and Technology of the International Energy Agency. As a member of the interagency roundtable working group, I helped formulate diplomatic and policy solutions to address the recent supply shortages of rare earth elements, which are used in a number of technologies such as wind turbines and cellular phones.

## Different Worlds

To complete this work, I needed to learn about interagency operations and the different

energy policy equities of each agency. While I was initially tempted to search for technical solutions, I quickly learned to look at the diplomacy and policy angles in discussions.

My experience was particularly fruitful because my host, Peter Secor, saw me as someone who could serve as an in-house technology expert. Jefferson Fellows are only useful if their hosting office values the fellows' experience and connections to the global scientific community.

It is crucial for the fellow and the hosting office to identify issues to which the fellow can contribute. One challenge is that the scientific and academic world rewards factual detail and thoroughness of analysis, whereas the diplomacy and policy worlds must take positions and make pronouncements on short notice, and often on unfamiliar topics. I marvel at the skill involved with making these kinds of decisions. Despite constantly dealing with transitions, rotations and the uprooting of families, Foreign Service officers gamely take on new portfolios in two- or



The author, first row second from left, gathers with his research group at a goodbye party held before he left to begin his fellowship.

three-year chunks of time. While FSOs cannot study issues in detail, they are adept at cutting through the fog and identifying the critical issues that affect and dictate policy.

During my time as a Jefferson Fellow, I asked questions and contributed comments and advice from a scientific perspective. I believe my Department and interagency colleagues found this a unique and valuable addition

to the mix. Building stronger bridges between America's universities and the government brings fresh perspectives to Washington and expands the pool of young scientists and engineers interested in public service, and that's what the Jefferson Science Fellow program is all about. ■

*The author is a distinguished professor of engineering at Purdue University.*



Oisín Lyons, center, is introduced at a Fulbright ceremony at the residence of Embassy Dublin Deputy Chief of Mission John Hennessey-Niland, far right. Oisín joined Purdue University as a Fulbright scholar in September.



Algerian Dancers Farid Haouch, second from left, and Ahcene Kaci Aissa, at center right, dance with their American counterparts in a specially choreographed production in Battery Dance Company's 35th anniversary gala in New York City.

# High Stepping

Dance program in Algeria fosters cultural exchange  
By Emad Salem and Lawrence Randolph

When the U.S. Embassy in Algiers, Algeria, wanted an innovative way to engage youth and promote U.S. cultural interests, it turned to the Battery Dance Company, whose programs have been called “the new face of cultural diplomacy” by *The New York Times*.

The resulting bilateral exchange was built on the dance company's arts education program, Dancing to Connect, in which experienced and novice dancers gain the tools to create and perform their own choreography. In Algeria, a strongly hierarchical society, the program built strong bonds with youth and

the program's Algerian partners, which are now considering their next steps for collaboration.

“Working with the Battery Dance Company changed my life and helped me become a more professional dancer,” said Farid Haouch. He said he'd always dreamed of dancing in New York and the dance program let him realize his dream.

The dance diplomacy initiative was funded by the Bureau of Near Eastern Affairs' Office of Press and Public Diplomacy and launched with a pilot program in February 2010. Its organizers included the post's former

Public Affairs Officer Lawrence Randolph, Cultural Affairs Officer Marissa Scott and Foreign Service National Fatma Souidi.

“Modern dance is not the most obvious art form to present in a socially conservative North African country, so we decided to start small,” Randolph said.

## 10-Day Program

Working with the dance company, the public diplomacy team designed a 10-day program in which two of the company's teaching artists, Sean Scantlebury and Robin Cantrell, each taught two separate mixed-gender groups

of dancers. Some of the Algerian dancers were trained in traditional, hip-hop and break-dancing techniques, and BDC led the dancers in creating their own choreography. The dancers then performed their own work and oversaw the technical aspects of the performances in Algiers and the western Algerian city of Oran.

The program played to packed audiences in both cities and received positive newspaper reviews. It was also featured on a morning TV show, where the American dancers spoke of how much they learned about Algerian dance and music.



## Two-Week Program

The next step was creating a 14-day set of Dancing to Connect workshops and performances that emphasized youth engagement and outreach to underserved rural Algerian communities. Those activities occurred in October in Algiers and the regional cities of Annaba and El Eulma, which are not usually on the cultural diplomacy map. In El Eulma, many attendees had never seen a modern dance performance and had no previous exposure to Americans. High school students participating in a U.S.-sponsored English language program said they were thrilled to meet the American dancers and practice speaking English.

Ambassador David Pearce attended the final show in Algiers and told the cast of 60 Algerian dancers and the Battery Dance

Company members that “cultural cooperation is the best cooperation possible.”

Building on these successes, the embassy funded the travel of six dancers from the national dance company of Algeria to come to New York City in April to collaborate with Battery Dance Company. It was the first U.S. visit for all six, and two of the dancers, Farid Haouch and Ahcene Kaci Aissa, came early to rehearse and participate in Battery Dance Company’s 35th anniversary season performances.

To keep costs low, the visiting dancers stayed at the Brooklyn Heights home of two Battery Dance Company board members. Despite intensive rehearsals, the dancers had time to explore New York and said they found Times Square at night to be dazzling. Four colleagues, including the Algerian company Director Abdelkader Khimda, arrived in



**Above:** Members of Battery Dance Company gather with PAO Lawrence Randolph at their hotel. **Left:** Algerian Dancers Farid Haouch, left, and Ahcene Kaci Aissa visit the Brooklyn Bridge.

time to see Haouch and Aissa perform with their American counterparts and to join the visiting dancers at New York tourist sites, such as the Museum of Modern Art.

The dancers said they gained a better idea of how culture in America is presented to the American people: not through a centralized ministry, but through the artists and organizations that fund them.

Khimda thanked BDC’s artistic director and the embassy’s public affairs section for the exchange, which he called a successful first effort. “This has had an extremely beneficial impact on the artistic, choreographic and even personal plans for me and my dancers,” he said.

Battery Dance Company is now working on Dancing to Connect Programs with U.S. diplomatic posts in Israel, Spain, Malaysia, Singapore, Indonesia and Brazil. After their Algeria performances, the Africa Resource Service under the leadership of Donna Winton created and funded offshoots of the dance diplomacy program in Ghana, Uganda, Kenya, Tanzania, Democratic Republic of Congo and Namibia. ■

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*Emad Salem is the deputy director for International Programs for the Battery Dance Company, and Lawrence Randolph is a special assistant in the Office of the Under Secretary for Public Diplomacy and Public Affairs.*



The 2011 program's opening speaker, Tom DeFrank, discusses his years as a long-time White House correspondent.

# Syracuse Program

National security knowledge pays dividends

By Tony Fernandes

One way the Department prepares employees for the national security challenges facing the United States is by sponsoring two slots in the two-week National Security Management Course, part of the National Security Studies program at the Maxwell School of Citizenship and Public Affairs at Syracuse University.

The National Security Studies Program, launched in 1981, serves as a developmental opportunity for Foreign Service officers and those in the candidate-development programs of the Senior Executive Service.

From April 25 to May 6, I participated in the course titled "New Threats—New Thinking." It addressed such issues as intelligence, terrorism and counterterrorism, foreign policy, management, leadership, homeland security, global economics, world trouble spots and U.S. challenges, and aimed to address lessons of history and issues of contemporary relevance to national security.

The course's teaching methodology blends theory and practice with substantive content. Participants hear from and interact with Maxwell faculty

members and outside experts. The 42 guest speakers of the latest course had extensive experience in government, private industry, journalism and other professions related to national security. They included the vice chair of the Joint Chiefs of Staff, a former NBC News foreign correspondent, Deputy Secretary of State William Burns, *Atlantic Magazine* National Correspondent James Fallows, CNN National Security Analyst Peter Bergen and Deputy Director of the Central Intelligence Agency Michael Morrell, who spoke just days after Osama bin Laden's killing.

Case studies and small-group decision-making develop the ability to lead small, multidisciplinary strategy and decision-making teams, a critical skill for security-related work. The small-group case-study discussions and assignments allowed me to consider and practice analytical, management and leadership skills.

The course's simulations promote thinking that goes beyond attendees' current work environments and lets them examine the decision-making process in planning and crisis management. Many simulations integrate all of the analytical



and managerial techniques discussed in the course and focus on the interorganizational and institutional dynamics that shape strategic plans and long-range resource considerations. Working closely with my classmates gave me invaluable insight into how other agencies and departments understand and tackle challenging security issues. This training helped me better do my job in Ankara in my work within the interagency community regarding bilateral and multilateral Turkish political-military issues.

The simulations allow students to examine national security decision-making in crises. In an intense two-day off-site exercise, participants assessed a rapidly evolving situation that threatened U.S. national interests and challenged U.S. foreign policy. It required them to plan for diplomatic and/or military responses, and address the interplay of political, institutional, organizational and interpersonal dynamics that influence policy and strategy.

The media sessions in the simulations were especially enjoyable. Each of us was unexpectedly assigned to give

press briefings that were recorded, letting us review some of our less-than-smooth appearances. It was also great training for handling the media on topics in which one may not be an expert.

My 51 classmates represented several U.S. agencies, including the Department of Defense, National Aeronautics and Space Administration, National Geospatial-Intelligence Agency and the Government Accountability Office, as well as private companies and the nations of The Netherlands and United Arab Emirates.

In this dynamic, not-for-attribution setting, participants talked about a host of issues—I found I learned as much from my classmates as I did from the speakers. Participants were at least at the 06/GS-15 or FS-1 levels, and also included members of the SES, general-ranked military officers and non-Defense staff having equivalent status. They were friendly, dedicated to their work and open to my opinions, and I will definitely stay in touch with them. I found them to be highly motivated and experienced security professionals. One, an astronaut, showed attendees a

remarkable short home video of her last Space Shuttle mission.

The program helps the Department shape national security policy development and illustrates National Security Professional Development Program's aim of building a cadre of experts across agencies who have shared training and, therefore, can further understanding and collaboration. The course is also an excellent companion to the Foreign Service Institute's National Security Executive Leadership Seminar (*State Magazine*, December 2010).

The Department has only two slots per year in the course, typically filled by one FSO-01

and one GS-15. That means selection is highly competitive. Candidates are nominated by the organization employing them and should currently be dealing with national security issues. The call for nominations for the 2012 course is planned for December.

The 2012 NSMC runs from April 22 to May 4. Information is at [www.nss.edu](http://www.nss.edu) or from NSS Director Bill Smullen ([bsmullen@maxwell.syr.edu](mailto:bsmullen@maxwell.syr.edu)), former chief of staff to Secretary of State Colin Powell; or from Administrative Supervisor Sue Virgil ([smvirgil@maxwell.syr.edu](mailto:smvirgil@maxwell.syr.edu)). ■

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*The author is a political-military officer at the U.S. Embassy in Ankara, Turkey.*

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**Right:** The author mulls a fascinating presentation during the program. **Below:** The program's 2011 class gathers outside a university building.









The final rays of light sneak  
through the clouds as sunset  
falls on Tel Aviv, Israel.  
(Photo by Ron Shoshani/  
Ronsho Visual Art)

# Tel Aviv

High-profile post boasts high quality of life // *By Jennifer McAndrew*

# It's 5 a.m. in Tel Aviv

as a consular officer climbs out of bed. The sun hasn't yet risen, but she's on duty this week, and there's an American citizen in need. More than 200,000 Americans reside in Israel, and the U.S. Embassy's American citizen services unit is constantly on call to meet their needs.

So begins a typical day at Embassy Tel Aviv, where for more than 60 years American diplomats have served on the front lines of one of the United States' most complex and enduring bilateral relationships. The latest addition to this long and distinguished roster is Ambassador Daniel Shapiro, who arrived in July.

The more-than-50-year-old embassy building and six annexes present a challenge to the U.S. government agencies present in Tel Aviv, but no one complains about the panoramic ocean views or the proximity to dozens of cafes serving delicious Mediterranean fare of hummus, olives and tahina.

Many employees take advantage of Israel's temperate climate and bike to work. Their picturesque route begins in the northern suburb of Herzliya where many embassy families live, winds southward along the coast and ends at the oceanfront chancery in the heart of Tel Aviv.

Despite being just a 45-minute drive from Jerusalem, modern and diverse Tel Aviv couldn't be more different from the ancient holy city. Often called the Miami of the Middle East, Tel Aviv was chosen by the editors of *Lonely Planet* as one of their "Top 10 Cities for 2011." They highlighted the city's nightlife, cultural offerings and welcoming atmosphere.

Deputy Chief of Mission Tom Goldberger agreed that you can't beat Tel Aviv for quality of life but also cited another benefit: Washington's intense focus on the embassy's work. From water rights and refugee issues to efforts to bring the Israelis and Palestinians back to the negotiating table, the embassy is at the epicenter of U.S. engagement in the Middle East.

"Tel Aviv is the single best combination of high-profile policy issues and high quality of life—there really is no better combination in the Foreign Service," he said.

And the bilateral relationship remains remarkably close, said Political Counselor Bob Silverman. "It's extremely collaborative."

After a quick change of clothes, bike commuter Silverman and his team will head out for a full slate of meetings, including a briefing with Combatants for Peace, a group of ex-Israeli and Palestinian fighters, and a lunch date with a Druze political leader in Nazareth.

The embassy is cultivating stronger ties with minority communities in Israel, including Bedouins and Israeli Arabs. The public affairs counselor leads a vibrant minority outreach program using public diplomacy grants and Middle East Partnership Initiative funding, and conducts cultural and educational programs reaching throughout the country.

Also traveling today is the embassy's Naval attaché. He's heading to Haifa, a prized destination in the Mediterranean for the U.S. Navy's Sixth Fleet. The Defense Attaché Office handles numerous ship visits each year, highlighting the strong military cooperation between the United States and Israel.

**Clockwise from top left:** Sri Kulkarni, director of the American Center in Jerusalem, greets students at the embassy's "America Day" outreach program at Hebrew University in March (Photo by Matty Stern); Ambassador Daniel Shapiro submits his credentials to President Shimon Peres in August (Matty Stern); Local olives are sold in this open-air market (Jen McAndrew); Children enjoy vegetables grown in a greenhouse provided by USAID, which supports food security and family livelihoods in Gaza (USAID); American dancers from Pilobolus Dance Theater demonstrate their unique style for Israeli students at the Jerusalem Academy of Music and Dance (Matty Stern); Bedouin women from the Negev desert hone their language skills in an English Access Scholarship program sponsored by the embassy (Pamela Huyser).











## Back in Tel Aviv, it's nearing lunchtime as an economic officer briefs a trade delegation on Israel's economic condition.

The United States is Israel's largest trading partner and a significant investor. Both the embassy's commercial and economic sections stay busy working to remove barriers to free trade.

They also work closely with their colleagues at the Consulate General in Jerusalem and the U.S. Agency for International Development, whose mission to the West Bank and Gaza is based in Tel Aviv, on development efforts in the Palestinian Territories. Since 1994, Palestinians have received more than \$3.4 billion in U.S. economic assistance via USAID projects.

**Clockwise from top:** This beach and promenade can be seen from the embassy (Photo by Michael Hahn); Israeli and American soldiers bike across Israel for the 2010 Wounded Warrior Project, which empowers disabled veterans (Matty Stern); Israeli and Arab drama students perform in Peace Child Israel's production of "West Side Story" (Matty Stern); Lieutenant General Gabi Ashkenazi, chief of defense of the Israeli Defense Force, and U.S. Navy Admiral Mike Mullen, chairman of the Joint Chiefs of Staff, lay a wreath by the eternal flame at the Yad VaShem Holocaust Memorial Museum (Chad J. McNeeley).

USAID also collaborates with the embassy on reconciliation efforts within Israel via Conflict Management and Mitigation grants directed by the public affairs section. One of this year's CMM grant recipients is Peace Child Israel, a nonprofit organization that uses theater to teach the values of coexistence across ethnic divisions.

Life in Israel may be full of drama, but for Jewish and Arab students performing in "West Side Story," the drama they create is on their own

Most days find USAID Mission Director Mike Harvey in an armored vehicle on his way to the West Bank. Today he's visiting Bethlehem's Holy Family Hospital to celebrate the birth of the 50,000th baby delivered there. The hospital is home to a USAID program that trains Israeli and Palestinian doctors to improve pediatric care.

"Helping to build the institutions of the Palestinian state ultimately better prepares them for independence," Harvey said. "Programs like these provide essential support to the movement toward a two-state solution and to Israel's security."

terms. For a behind-the-scenes look at the production, read the feature story on DipNote, the Department's blog.

Back at the embassy, a press officer answers a few questions on the embassy's Facebook page before heading home. The big dilemma for the weekend: whether to check out the poetry slam at the American Center in Jerusalem or gear up for a late night at Tel Aviv's annual Layla Lavan ("White Night"), the festival celebrating Tel Aviv's UNESCO designation as "The White City," a name inspired by the modern Bauhaus style that defines the city's architecture. During the all-night party, thousands of residents pour into the streets for concerts, theater performances and free entry to museums and art galleries.

For other employees, the day isn't over until "wheels up" is called for a visiting congressional delegation. Veteran local employee Gai Stier staffs the Jerusalem-based control room of a CODEL, waiting for word that another successful visit has concluded. The embassy hosts several thousand high-profile visitors each year, ranging from Vice President Joe Biden and Secretary Hillary Rodham Clinton in 2010 to then-Secretary of Defense Robert Gates and Senate Foreign Relations Committee Chairman Senator John Kerry this year.

Against the backdrop of the waves and the familiar tap-tap of matkot, a popular Israeli paddleball game played on the beach, several employees hop on their bikes for a sunset ride home. It's the perfect way to unwind after a long day.

For the nearly 200 Americans assigned to Embassy Tel Aviv, it's a privilege to serve in a country whose friendship with the United States is unshakable. Like any long-term relationship, there are ups and downs, but the strong ties of shared history, interests and values remain, said Ambassador Shapiro.

"Israel is one of the most pro-America places in the world," he observed. "The Israeli people trust us; they want to work with us. And that makes the experience of serving here deeply rewarding." ■

*The author is a vice consul at the U.S. Embassy in Tel Aviv.*

### At a Glance >>>

### Israel



**Government type:** Parliamentary democracy

**Area:** 20,770 sq. km.

**Comparative area:** Slightly larger than New Jersey

**Population:** 7.59 million

**Languages:** Hebrew (official), Arabic (official), English and Russian

**GDP - per capita:** \$29,800

**Currency (code):** New Israeli shekels (ILS)

**Export commodities:** Machinery and equipment, software, cut diamonds and agricultural products

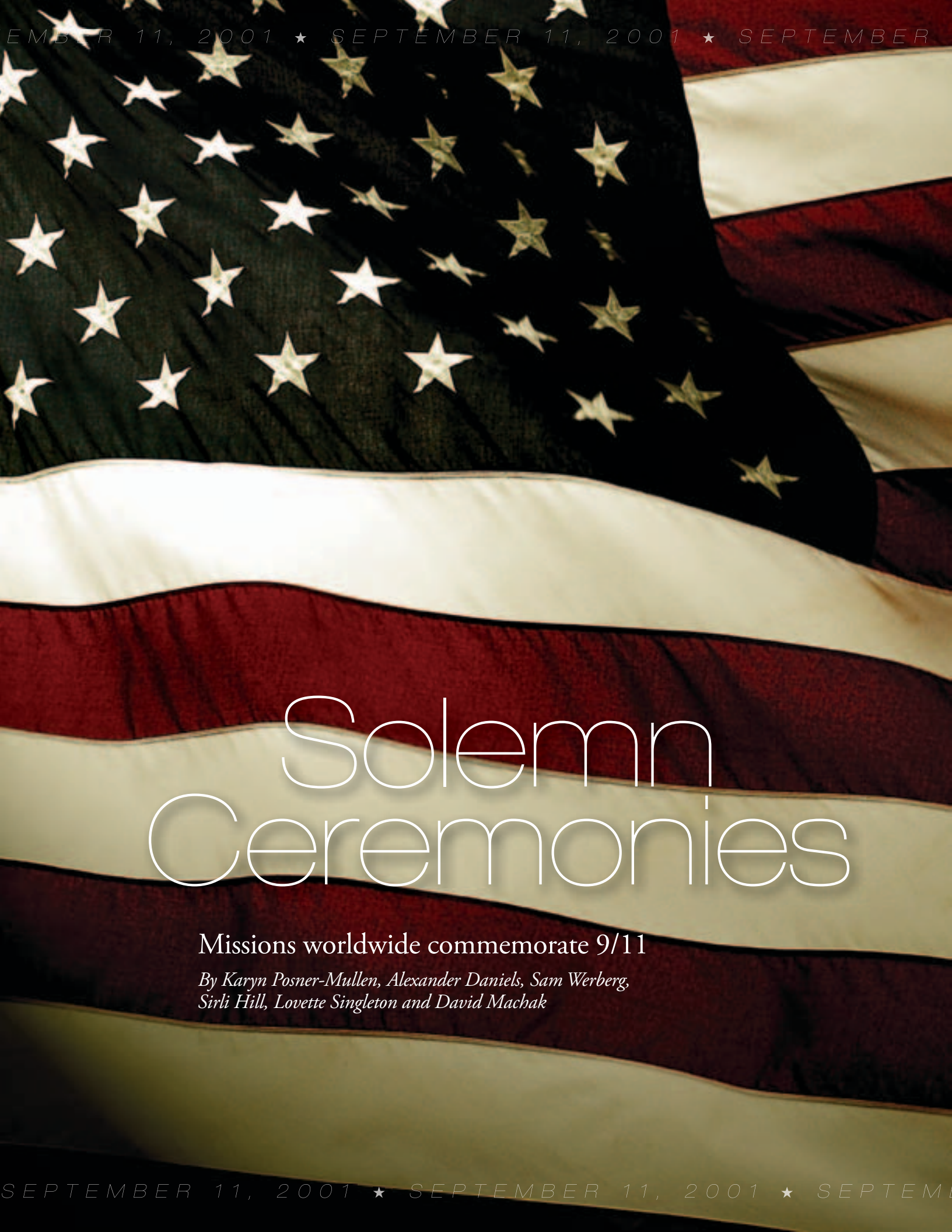
**Export partners:** United States, Hong Kong and India

**Import commodities:** Raw materials, military equipment, investment goods and rough diamonds

**Import partners:** United States, China and Germany

**Internet country code:** .il

*Source: Country Background Notes*



SEPTEMBER 11, 2001 ★ SEPTEMBER 11, 2001 ★ SEPTEMBER 11, 2001

# Solemn Ceremonies

Missions worldwide commemorate 9/11

*By Karyn Posner-Mullen, Alexander Daniels, Sam Werberg,  
Sirli Hill, Lovette Singleton and David Machak*

SEPTEMBER 11, 2001 ★ SEPTEMBER 11, 2001 ★ SEPTEMBER 11, 2001



U.S. missions in locations as diverse as Ireland, Switzerland, Azerbaijan, The Gambia, Trinidad and Tobago, and Morocco engaged in activities commemorating the 10th anniversary of the deaths and destruction inflicted in the Sept. 11, 2001, attacks.

One of the largest events was held Sept. 11 by the U.S. Embassy in Dublin, where Ambassador Daniel M. Rooney hosted a Commemoration of Peace and Reflection that was broadcast live on Ireland's national television and moderated by Ireland's most important TV and radio broadcaster.

"The television pictures are etched on our minds, and

the tide of grief has never ebbed," said Ireland's President Mary McAleese. "Ireland stood then, as we stand today, shoulder to shoulder with our friends and family in the United States."

Other speakers included Prime Minister Enda Kenny and retired New York Police Lieutenant William Cosgrove, one of the first responders at the World Trade Center. Cosgrove was joined onstage by several New York firemen who were at Ground Zero that fateful day, and his remarks received a standing ovation. Roughly 1,000 of the almost 3,000 people who died in the attacks were of Irish descent.

## Bern Commemorates

Another large event, held at the U.S. Embassy in Bern, also commemorated those lost in the recent mass killing in Norway. The embassy planted a tree for the Sept. 11 victims and for the Norway victims. At the ceremony, attended by several hundred, Ambassador Don Beyer called for hope.

"From Bali to London, from Mumbai to Madrid, from Moscow to Norway, the senseless barbarism of terrorists must be met with the compassion of the great-souled," he said.

Deputy Chief of Mission Susan Elbow spoke of her own experiences in Hamburg, Germany, where "for an entire year, I collected tributes and donations from shocked and grieving Germans. They gave millions of dollars for the victims."

The ceremony, covered by Swiss television, concluded with a musical rendition of "The Prayer of St. Francis of Assisi" sung by American operatic baritone Randall Turner. Three days earlier, the mission hosted a picnic with the theme "The American Spirit Renewed," the first of its several commemoration activities. A bluegrass band performed "Where Were You When the World Stopped Turning."

Meanwhile, in Morocco, a strong U.S. partner in combating violent extremism, the U.S. Mission commemorated the attacks by refurbishing a multipurpose room in a Rabat primary school and cleaning and landscaping the grounds at a primary school in Casablanca.

Community Liaison Office Coordinator Anne-Marie Ford organized more than 50 embassy volunteers, including many children, to paint the room, make and hang its curtains, purchase and assemble a full classroom of furniture and stock the shelves with Arabic language materials from the embassy's Information Resource Center.

In Casablanca, more than 40 volunteers, including students, parents, administrators, consulate employees and their families, cleared a neighborhood schoolyard of weeds, rocks and trash and created a garden that features an olive tree planted by Consul General Brian Shukan.

"The U.S. will continue deepening a centuries-old friendship with Morocco, a country that is an ally of the U.S. in combating terrorism," Ambassador Sam Kaplan said at the Rabat event. He and his wife then answered questions about Sept. 11 for more than 50 students.

## Azerbaijan Memorializes

Another commemorative outreach event occurred in Azerbaijan, where more than 120 volunteers from the U.S. Embassy in Baku and the American community, plus U.S. educational exchange program alumni, pitched in at three Baku locations: the Ramani Orphanage, Jeyranbatan Internally Displaced Persons Camp and a shelter for undocumented street-children. Their activities included unloading vans full of clothes, toys and books collected by the American community, and playing American games and reading "The Wizard of Oz" in Azerbaijani to the orphans. The post's entire Marine detachment cleaned up rubbish at the IDP camp and then engaged in arm-wrestling with local children. The post's excess furniture was donated to the IDP school and the street-children's shelter.

At the IDP camp, Ambassador Matthew Bryza said, "The spirit of unity visible here today reflects the important cooperation Azerbaijan offered the United States immediately after September 11, and which continues. The United States remains extremely grateful to our Azerbaijani friends." A visiting band from U.S. Naval Forces-

Europe performed along with young musicians from a local orphanage. Then, the Navy band's rock-n-roll group blasted out tunes that got local children dancing.

At the embassy on Sept. 12, Azerbaijani officials, peacekeepers who serve with U.S. troops in Afghanistan, diverse religious leaders and diplomats from countries contributing in Afghanistan joined together to honor the global cooperation that arose from Sept. 11 and remember those who perished.

## The Gambia Honors

In The Gambia, the U.S. Embassy in Banjul's ceremony, officiated by Deputy Chief of Mission Cynthia Gregg, celebrated the spirit of service that engulfed the United States in the attacks' aftermath. A memorial evergreen was planted that organizers said symbolizes American resilience and will stand for years as a remembrance. The tree stands on the embassy grounds beside the American flag.

The U.S. Embassy in Port of Spain commemorated the Sept. 11 events with a ceremony at the Trinidad and Tobago National Academy of Performing Arts where the more than 100 guests included members of victims' families; 14 Trinbagonians lost their lives in the New York attack. The first vice-president of the Inter-Religious



**Clockwise from above:** From left, New York Fire Department Battalion Chief Dan Daly, Fire Fighter First Grade Michael O'Rourke, retired Fire Fighter First Grade Thomas O'Rourke and retired New York Police Lieutenant William Cosgrove flank the commemorative glass sculpture presented to Embassy Dublin; mission staff hear community liaison office Coordinator Lovette Singleton speak at the Embassy Banjul event; Embassy Port of Spain's Balloon Release Ceremony takes place on the steps of the National Academy for the Performing Arts; U.S. Ambassador to Switzerland Don Beyer begins planting of one of the two trees; as part of Embassy Baku's activities, Health Unit Specialist Azad Mahmudov teaches orphans good dental hygiene.

Organization, Imam Haji Abzal Mohammed, opened the event with a prayer, and the nation's foreign affairs minister and Chargé d'Affaires David Wolfe each spoke.

"Let us grieve for those we've lost, honor those who have sacrificed and do our best to live up to the values we share on this day and every day," Wolfe said.

The ceremony concluded as victims' relatives and other dignitaries released white balloons outside the venue. A video is at <http://trinidad.usembassy.gov>. ■

*Karyn Posner-Mullen is the public affairs officer at the U.S. Embassy in Dublin. Alexander Daniels is public affairs officer at the U.S. Embassy in Bern. Sam Werberg is the deputy cultural affairs officer at the U.S. Embassy in Rabat. Sirli Hill is vice consul at the U.S. Embassy in Baku. Lovette Singleton is Community Liaison Office coordinator at the U.S. Embassy in Banjul. David Machak is director of the Information Resource Center at the U.S. Embassy in Port of Spain.*









The author takes the helicopter's controls.



# Blackhawk Up

Ex-Marine DCM in Mexico returns to the cockpit /// *By John Feeley*

Former ABC News commentator Harry Reasoner once said a helicopter is different from an airplane in that the latter “by its nature wants to fly” and the former does not, being “maintained in the air by a variety of forces and controls working in opposition to each other.”

He went on to assert that this difference explains why a helicopter pilot is so different from an airplane pilot: The latter “are open, clear-eyed, buoyant, extroverts;” the former “brooders, introspective anticipators of trouble.”

As DCM at the U.S. Mission to Mexico, it strikes me that if you replace “helicopter pilot” with “deputy chief of mission,” Reasoner’s comment reflects the daily existence of those of us who manage large, interagency teams in foreign cultural and political contexts.

We’re always aware that if something bad hasn’t yet happened, it’s about to.

This analogy has special meaning for me, since I was a Marine Corps helicopter pilot—I got my wings in 1985 before becoming a diplomat. Recently, some 20 years after I left active duty in the Corps, I got to fly a helicopter again. This time, I was at the controls of

a Blackhawk helicopter provided to Mexico’s Federal Police under the Mérida Initiative, a \$1.6 billion effort to strengthen Mexico’s law and order institutions and support Mexico in its fight against transnational crime.

## Confronting the Threat

I have been DCM in Mexico City since 2009, proving wrong the clichéd Foreign Service dictum that one should never return to a post a second time because it will never be as good as the first. Few U.S. embassies or missions are bigger than Mexico and few bilateral relationships as complex or strategically important.

Mexico confronts an extremely serious threat to its prosperity in the form of powerful, transnational criminal organizations. Violent deaths associated with these groups have topped 40,000 in the past four years. The President and Secretary of State have acknowledged our share of responsibility for Mexico’s violence, candor as refreshing as the results of our bilateral cooperation have been impressive.

At the core of this cooperation is the Mérida Initiative. Initially seen as a way to provide technical assistance and equipment aimed

primarily at the capture of high-value targets in Mexico, the initiative has evolved from its October 2007 start into a broader strategy for disrupting organized criminal groups, institutionalizing reforms to sustain the rule of law, creating a 21st century border and building strong and resilient communities. Together, these objectives will strengthen both our societies in the fight against organized crime and violence, and help transform our bilateral security relationship.

The combination of advanced technology and sustained training that are crucial to the initiative can perhaps best be observed via the aviation program of the new Federal Police, or SSP. That agency, which began in 2006 with only 5,000 men and women—those who remained after a wholesale review of the previous federal law enforcement agency—has focused on systematic vetting, education and training of its workforce. It also developed core institutional principles and practices, and the results have been compelling. The agency now has more than 35,000 members and has taken down more cartel leaders than the nation’s army or navy, or any state or local police force in Mexico.

## Aviation Division

Remarkably, the agency has built an aviation division from scratch in less than four years. It bought seven UH-60L Blackhawk helicopters, and the United States provided three UH-60M Blackhawks.

***It is a truly marvelous machine, powerful and nimble; the helicopter equivalent of a Porsche crossed with a Hummer.***

Last December, the Federal Police conducted an operation against the La Familia cartel in the western Mexican state of Michoacán, a rugged, mountainous place

where surprise access to hilltop hideouts can be achieved only by helicopter. In a running, two-day battle, several helicopters were shot up, and several pilots and crew members wounded. The choppers received battlefield repairs and were back in action within hours.

Aircrews in their Blackhawks shuttled in fresh troops, and they evacuated wounded policemen to safety. It was the first coordinated helicopter-borne assault in Mexico's history, and the results were impressive.

I know the leadership of the Federal Police and have heard the stories of their victories in Michoacán, Ciudad Juárez, Veracruz, Guadalajara and elsewhere in Mexico's "narco-landscape." I have spoken at training courses, watched the progress of their college-educated investigators and attended Mexico's first National Police Day in June.

There, I sensed the same pride among the Mexican women and men in their starched blue parade uniforms that I felt in Pensacola, Fla., more than 25 years ago when I received my wings.

So on a July morning, as Mexico City's rain clouds dispersed, I eagerly accepted an invitation to accompany an instructor pilot of Mexico's Federal Police while I flew one of that agency's UH-60L Blackhawks.

It is a truly marvelous machine, powerful and nimble; the helicopter equivalent of a finely tuned Porsche crossed with a Hummer. It was amazing how well the bird handled at altitude, on a hot day, with a heavy load.

The pilot geek in me could rattle off stats and flight characteristics to bore all but the most diehard rotary-wing enthusiasts. But suffice it to say the investment made in the aviation capabilities of the Federal Police through the Mérida Initiative is a worthy down payment in the fight to disrupt and dismantle Mexico's violent transnational organized criminal syndicates.

After my flight, I recalled another description of rotary-wing aircraft and the men and women who fly them, one I much prefer to Harry Reasoner's: "To fly is human; to hover divine." ■

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*The author is deputy chief of mission at the U.S. Embassy in Mexico.*

Captain Eduardo Laris, center, director of SSP Aviation; the author, second from right; and the SSP crew stand before a UH-60L Blackhawk. **Opposite page:** The author readies the Blackhawk for takeoff.











# Tighter Focus

IIP expands its reach with social media, video // *By Michael Jay Friedman*

Recently, Supreme Court Justice Stephen Breyer had no sooner finished speaking from the Harvard Law School to a rapt gathering of Tunisians drafting a new constitution when discussions about his remarks were on U.S. Embassy Web pages and social media outlets throughout the Middle East.

This remarkable reach was thanks to the Co.Nx web conferencing team and reflects how the Bureau of International Information Programs has refocused itself to emphasize new media and video.

Co.Nx is used to support post programming for at least four events each day. “Not every event features a Supreme Court justice,” said IIP Coordinator Dawn McCall, “but each one empowers posts to have sustained and meaningful conversations with foreign publics.”

On a typical day at IIP’s base in State Annex-5, several U.S. experts are engaging overseas audiences via Co.Nx video conferences while IIP’s growing video staff is editing the latest “quick-take” or longer feature.

Elsewhere in the building, IIP is laying plans for a new book, poster show or online “eJournal.” The bureau produces the IIP Digital Web site, uses social media to engage with its online communities and recruits world-class experts to visit posts.

“We see IIP as supplying places for conversations, products for conversations and the infrastructure to support it all,” said Principal Deputy Coordinator Maureen Cormack.

The places can be physical or virtual. The former include the 700 IIP-supported overseas American Spaces that host English conversation programs, offer information about U.S. study opportunities and afford 6.3 million annual visitors access to U.S. publications. In virtual space, the Co.Nx team conducts more than 1,000 live post-sponsored web-chat events per year, and IIP “community managers” engage with Facebook, Twitter and blog communities an audience of more than four million and growing.



IIP's Co.Nx Web conferencing team supports more than 1,000 live post-sponsored Web chats each year.





Program Manager  
Dominique Sullivan  
monitors the Embassy  
Damascus homepage.

“People are increasingly heading to social media, and we need to meet them there,” said Nicholas Namba, IIP’s acting deputy coordinator for Content Development.

IIP, McCall said, offers overseas public diplomacy officers a range of materials with which to foster local conversations. This “menu” of offerings might look something like this:

Build a post event around an expert speaker explaining the U.S. electoral system	IIP sends more than 600 speakers to more than 5,400 post events each year
Deliver to a local newspaper a translation of the Secretary’s latest speech	IIP translates more than 10,000 documents for posts’ use annually
Place video content on Embassy Facebook page or local television	IIP delivers dynamic video content to posts daily
Visit a school and leave behind printed materials	IIP publications range from college-level texts on U.S. history to a colorful book debunking mass media images of American life—and reach 48 million international readers annually

IIP’s video team fields more than 1,000 annual service requests from within the Department. Its video feature depicting American life reaches 15 million annual visitors to consular waiting rooms and American Spaces. A recent offering depicting Ambassador David Shear preparing for assignment to Vietnam shows him brushing up on his language skills, exploring Vietnamese cuisine and describing his vision for a closer bilateral relationship. Placed on local television, the video has reached an estimated one-quarter of Vietnam’s population.

Global conversations require a robust communications infrastructure. IIP’s Content Management System underpins all 450 U.S. embassy and consulate Web sites. Working with posts, IIP can remotely manage and update pages during local emergencies. In recent months, the bureau responded to requests from hard-pressed Department staff in Egypt, Libya, Syria and Japan.

McCall came to IIP from the Discovery Channel, where she led its push to develop content for overseas audiences and learned “measurement is absolutely crucial.” She therefore is establishing a state-of-the-art research unit headed by Dina Suggs. By 2012, Suggs said, posts, regional bureaus and IIP itself all will receive country- and region-specific data to better evaluate and shape their programs.

“It’s all about trying to get very focused,” McCall said. “If the data do not support a program, IIP won’t do it.”



## Empowering Posts

On arrival in 2010, McCall launched a bureau-wide business review and restructuring.

"I knew we were producing first-rate products," she recalled, "but all too often posts weren't using them or didn't even know about them."

As a result of the bureau's refocusing, every PD officer worldwide was assigned an IIP maitre d' to the bureau's content menu. Dedicated regional teams now offer posts a single point of contact, said Michelle Logsdon, deputy coordinator for regional coordination. "An IIP regional officer works with the post, identifies relevant existing content, shapes a plan for new IIP materials and works with content providers in every part of the bureau to deliver what the post needs," she said.

Other recent initiatives help posts plan programs around IIP content. A new thematic calendar lists IIP themes for the coming year and links directly to monthly content packages, advancing those themes. IIP's publications team now offers "self-print" materials: flyers, brochures and pamphlets that posts can customize by adding translated text or a photo of the ambassador. IIP's social media professionals amplify conversations on post platforms.

**Above:** The IIP video office delivers dynamic video content in multiple languages.

**Opposite page top:** IIP publications reach an estimated 48 million international readers annually. **Bottom:** Coordinator Dawn L. McCall, second from right, honors U.S. Supreme Court Associate Justice Ruth Bader Ginsburg, a frequent participant in public diplomacy programs. Looking on are, at left, Mary McLeod, the Department's principal deputy legal advisor, and Hon. Diarmuid F. O'Scannlain of the U.S. Court of Appeals for the Ninth Circuit.

For posts just starting out, IIP dispatches onsite trainers and supplies downloadable training materials. A daily social media feed offers posts page-ready Facebook and Twitter items, and platforms such as the eJournal USA Facebook page (1 million followers) rebroadcast items from post pages, attracting new fans to a post's social media efforts.

"The new IIP is more focused," said McCall. "We've always programmed world-class traveling speakers. Now we offer integrated programming: that speaker might do a web chat, stop by next door to work with our video team and write a self-print article for distribution at post or a guest blog entry—in Arabic. This tighter focus helps posts engage in deeper conversations and we're just getting started." ■

*The author is director of IIP's Office of Text Content.*





## IIP Has Eye on Video

In 2008, IIP launched a multimedia video production facility that now produces 300 videos annually. Each video can be made available in Arabic, Chinese, Russian, French, Portuguese and Spanish, and broadcast-quality versions are available for TV placement or for posts to use in social media outreach efforts.

Among the office's recent videos are:

- "Stand With Japan," a short video on the compassion of the ordinary American after the Japanese earthquake and tsunami that was tweeted and blogged by the White House (<http://goo.gl/g0FZa>);
- An outreach video for the President's Forum for Young African Leaders (<http://goo.gl/5NpCw>);
- "Space Camp: Teamwork," which highlights an exchange program in which five Pakistani and five Indian youths achieve cultural understanding through science (<http://goo.gl/TdaPf>), and
- "Ambassador David Shear's Introduction to Vietnam" (<http://goo.gl/Y3a3B>).







# Wash Up!

**Clean hands can keep you healthy**

*By Edward Zehler and Michael Quinlan*

Do you know where your hands have been today? The reality is that you've been exposed to countless germs by touching people, surfaces and objects throughout the day. Although you may be unaware of the germs, you can actively prevent the spread of disease by frequent hand washing.

Without realizing it, people spread numerous diseases from their contaminated hands. Disease can occur through fecal contamination (salmonellosis, shigellosis, hepatitis A and giardiasis), indirect contact with respiratory secretions (influenza) or contact with individuals whose hands are contaminated with urine, saliva or other body substances (cytomegalovirus, typhoid, staphylococcal organisms and Epstein-Barr virus).

Additionally, workers' contaminated hands can cause toxic materials to be ingested or absorbed through the skin. This is especially hazardous in the case of pesticides and heavy metals such as lead and cadmium. Some materials can penetrate the intact skin. While we would not consciously eat a hazardous material, we can ingest it if our hands are contaminated when we handle our food.

To significantly reduce your chances of exposure, wash your hands frequently. This includes:

- Before, during and after preparing food;
- Before eating;
- Before and after caring for someone who is sick;
- After using the toilet;
- After touching your nose, coughing or sneezing;
- After touching an animal or animal waste; and
- After removing protective gloves or handling toxic materials

While hand washing seems self-explanatory, it is important to be familiar with the correct method. You should wash your hands with soap and running water. Warm, clean water is best. Rub your hands together to make the soap lather and thoroughly scrub all parts of your hand. Typically, we miss the areas around the nails and between the fingers. You should rub your hands together for about 20 seconds to ensure adequate scrubbing. Rinse your hands thoroughly and dry them using a clean towel.

If soap and water are not available, you can use an alcohol-based hand sanitizer that contains at least 60 percent alcohol. Apply the sanitizer to your palm and rub over all parts of both hands until dry.

Hand washing can offer great rewards in terms of preventing illness. According to the U.S. Centers for Disease Control and Prevention:

- Washing hands with soap and water could reduce diarrheal disease-associated deaths by up to 50 percent.
- Hand washing can reduce the risk of respiratory infections by 16 percent.
- London researchers estimate that if everyone routinely washed their hands, a million deaths a year could be prevented.

Remember, an ounce of prevention is worth a pound of cure. This old adage is still quite true when we consider the impact of proper hand washing on our health. ■

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*Certified Safety Professional Edward Zehler and Certified Industrial Hygienist Michael Quinlan work in the Office of Safety, Health and Environmental Management in the Bureau of Overseas Buildings Operations.*

## Education & Training

### New Classroom Course! AR 160—Mexico Border Issues

If you are assigned to one of our Mexico border posts, this new five-day course is for you. Designed to familiarize personnel with the unique characteristics of service in border areas, the course will include key historical, political, economic and sociocultural aspects of life on the United States/Mexico border. It will highlight the important work done in our Mexico border posts in furtherance of bilateral U.S.-Mexico relations and overall U.S. policy in Mexico and the region. The course will also examine government-to-government liaison on border matters at the national, regional and local levels; operational responsibilities at border posts; and such issues as narcotics, weapons-smuggling and illegal migration. It will help you build resilience to the unique pressures and challenges of work in these posts, as well as take full advantage of the opportunities of working along the U.S.-Mexico border. CS employees can apply online at <http://fsi.state.gov/admin/reg/default.asp?EventID=AR160&filterlocation=>. FS employees may contact HR/CDA.

### PA495—Civil Service Performance Management and Evaluation Process

This course provides supervisors of Civil Service employees as well as Civil Service employees and HR Specialists with an overview of the various Civil Service human resource regulations and procedures as they pertain to completing Civil Service performance appraisals and managing performance throughout the rating period. The various modules emphasize the importance of clear communication between supervisors and employees, discuss distinctions between performance issues and those involving conduct, and provide resources for additional information. Employees can apply online at <http://fsi.state.gov/admin/reg/default.asp?EventID=PA495&filterlocation=>.

### FSI Web Page

Find everything you need to about FSI and its training opportunities at <http://fsi.state.gov>! This site is constantly updated to give you just-in-time information on services such as:

- Online Catalog: Up-to-the-minute course schedules and offerings, from live classroom training to distance learning.
- Online Registration System: Training applications for classroom, distance learning and even External Training, using the

Online Registration link found on virtually every course description or the External Training Web page.

- Training Continua: Road maps to help you effectively plan your training for the year or beyond.
- About FSI: A snapshot view of FSI's history and enrollment statistics.
- Links to training resources: Information on specific countries, language learning and testing, and myriad helpful reference materials.

### Student Records Online

Located on the FSI Web page, Student Records Online is a secure, password-protected site that provides access to all FSI training information. Features include:

- Reviewing and printing your training schedule.
- Reviewing and printing your student transcript.
- Tracking the status of your training request.
- Canceling an already-scheduled FSI course.
- Requesting changes or canceling an External Training registration.

- Creating and submitting your Individual Development Plan/Work and Development Plan for Locally Employed Staff.
- Retrieving your FasTrac password.

For more information and to establish your logon, visit the Web site at <https://fsiapps.fsi.state.gov/fsirecs/Login.aspx>.

### Ask FSI

Looking for information on a specific course, training location or distance learning? Experiencing a problem with registration, accessing a course or technical issue? "Ask FSI" is your answer! Found on the homepage of FSI (<http://fsi.state.gov>), "Ask FSI" allows you to review frequently asked questions or submit your own inquiry. Questions are routed quickly for prompt response.

For information on all the courses available at FSI, visit the schedule of courses on OpenNet at <http://fsi.state.gov>. See Department Notices for announcements of new courses, new course dates and periodic announcements of external training opportunities sponsored by FSI. For additional information, contact the Office of the Registrar at (703) 302-7144/7137. ■

### Security

		Dec	Jan	Length
MQ911	Security Overseas Seminar	12,19	9,23,30	2D

### Foreign Service Life Skills

		Dec	Jan	Length
MQ104	Regulations, Allowances & Finances in Foreign Service Context		1	2D
MQ116	Protocol and the U.S. Representation Abroad	3	21	1D
MQ302	Transition to Washington for Foreign-Born Spouses		7	4H
MQ703	Post Options for Employment & Training	9		1D
MQ802	Communicating Across Cultures	10		1D
MQ803	Realities of Foreign Service Life	7		1D
MQ853	Managing Rental Property Overseas		11	2.5H
MQ950	High Stress Assignment Outbriefing Program	2	6	4H

### Career Transition Center

		Dec	Jan	Length
RV10	Retirement Planning Workshop	5		4D
RV103	Financial Management & Estate Planning Workshop	7		1D
RV104	Annuities, Benefits & Social Security Workshop	6		1D

H=Hours D=Days W=Weeks

## Upcoming Classes



## U.S. Ambassador to Guyana

D. Brent Hardt of Florida, a career member of the Senior Foreign Service, class of Counselor, is the new U.S. Ambassador to the Co-operative Republic of Guyana. Previously, he was chargé d'affaires in Barbados and the Eastern Caribbean. He was also chargé and deputy chief of mission in Nassau and the Holy See. Earlier postings include Berlin, The Hague and Bridgetown, where he worked on developing and implementing a Caribbean-U.S. summit agenda. He is married and has three sons.



## U.S. Ambassador to Moldova

William H. Moser of North Carolina, a career member of the Senior Foreign Service, class of Minister-Counselor, is the new U.S. Ambassador to the Republic of Moldova. Previously, he was deputy assistant secretary for logistics management. His overseas postings include Kiev, Almaty, Paramaribo, Cairo, Bonn and Bamako. This year, he was awarded the Secretary of Defense's Medal for Distinguished Civilian Service. He is married and has three children.



## U.S. Ambassador to Egypt

Anne Woods Patterson of Virginia, a career member of the Senior Foreign Service, class of Career Ambassador, is the new U.S. Ambassador to the Arab Republic of Egypt. Previously, she had been ambassador to Pakistan, Colombia and El Salvador. She has also served as deputy permanent representative to the United Nations, assistant secretary for International Narcotics and Law Enforcement and deputy inspector general of the Department. She won the Ryan Crocker award for expeditionary diplomacy in 2010.



## U.S. Ambassador to Fiji, Nauru, Tonga, Tuvalu and Kiribati

Frankie Annette Reed of Maryland, a career member of the Senior Foreign Service, class of Counselor, is the new U.S. Ambassador to the Republic of Fiji, Republic of Nauru, Kingdom of Tonga, Tuvalu and Republic of Kiribati. Previously, she was deputy assistant secretary in the Bureau of East Asian and Pacific Affairs. She was Consul General in Strasbourg and also served in Conakry; Apia, Samoa; Dakar; Nairobi; and Yaounde. Before joining the Department, she was a Peace Corps volunteer.



## U.S. Ambassador to Macedonia

Paul D. Wohlers of Washington, a career member of the Senior Foreign Service, class of Counselor, is the new U.S. Ambassador to the Republic of Macedonia. Previously, he was deputy executive secretary of the Department and director of the Office of Caucasus Affairs and Regional Conflicts. He was deputy chief of mission and chargé d'affaires in Skopje and also served in Bucharest, Moscow and Nicosia. Before joining the Department, he served as a flight officer in the Navy.



## U.S. Ambassador to Qatar

Susan Laila Ziadeh of Washington, a career member of the Senior Foreign Service, class of Counselor, is the new U.S. Ambassador to the State of Qatar. Previously, she was deputy chief of mission in Riyadh. Before that, she was the official spokesperson at Embassy Baghdad and DCM in Bahrain. Prior assignments include Riyadh, Kuwait, Amman and Jerusalem, as well as Washington assignments in the Bureau of Near Eastern Affairs.

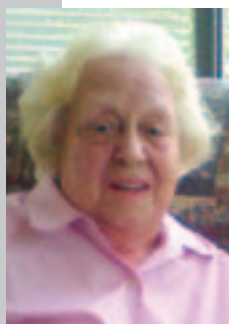




**Virginia T. Babin**, 76, a retired Foreign Service officer, died Sept. 2. She lived in Alexandria, Va. She joined the Foreign Service in 1961 and served in Rome and Aden before marrying Joe Babin and resigning. She accompanied her husband to Lahore, Aden, Kuwait, Prague, Cairo, Tegucigalpa and Beijing. After he retired, she rejoined the Foreign Service and served in Dhahran and Guatemala. After she retired, she volunteered at the Capitol Hospice Thrift Store.



**John R. Dobrin**, 68, a retired Foreign Service officer, died Aug. 4 from complications related to bladder cancer in Washington, D.C. He joined the Department in 1972 and served in Paris, Warsaw and Cape Town. He received the Director General's award for reporting in 1976. After retiring in 1999, he enjoyed opera and studied physiology.



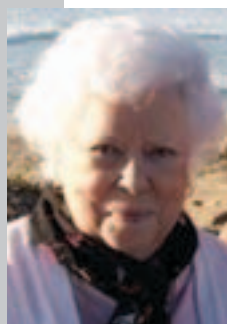
**Patricia M. "Pat" Casey**, 68, a retired Foreign Service specialist, died Sept. 26 of complications from cancer in Roswell, Ga. Her postings included Norway, Nassau, Iceland, Afghanistan and Poland. She especially loved the Middle East and served six years in Muscat, Oman. She retired in 2001. She enjoyed visiting friends and family, playing with her dog, following the Boston Red Sox and working on needlepoint.



**Glen Fisher**, 88, a retired Foreign Service officer, died April 9 in Monterey, Calif., after a stroke following heart surgery. Beginning in 1953, he was a staff sociologist and Latin American area specialist at the Foreign Service Institute and dean of the Center for Area Studies at FSI. His overseas assignments included Venezuela, the Philippines (Cebu and Manila) and Bolivia. In retirement, he was a professor-diplomat at the Monterey Institute of International Studies in Monterey.



**Ernest B. "Eb" Dane III**, a retired Foreign Service officer, died Aug. 8 of complications from ALS (Lou Gehrig's disease) at his home in McLean, Va. He joined the Department in 1961 and served in Conakry, Chennai and Port-au-Prince. After retiring in 1983, he was an active environmentalist, working on wildlife and habitat campaigns and promoting fuel-efficient stoves in developing countries and the cleanup of the Potomac River and Chesapeake Bay. He was an avid birder and disarmament advocate.



**Jeanne Francis Griffin**, 81, wife of retired Consul General Philip J. Griffin, died Aug. 29 at her home in Rockville, Md. She accompanied her husband on postings to Germany (three tours), Lebanon, Jordan, Saudi Arabia (three tours), the United Arab Emirates and Kuwait. They enjoyed socializing with family and friends of many nationalities while living overseas for 36 years. Her most passionate hobbies were her cat, gardening and cooking.

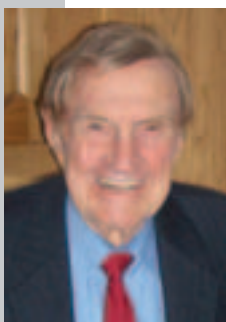




**Arthur S. Hoffman**, 84, a retired Foreign Service officer, died March 3. He served in the Army during World War II and later joined the U.S. Information Agency. He was posted to Fukuoka, Vienna, Prague, Bordeaux, Ankara, Saigon, Paris and Brussels. He retired in 1984 as associate director for Policy and Plans. He founded the Edward R. Murrow School of Public Diplomacy at Tufts University and was a guest lecturer or professor at many universities in the United States, Europe, Africa and elsewhere. He had a passion for tennis.



**Howard H. Lange**, a retired Foreign Service officer, died Sept. 15 of prostate cancer in Arlington, Va. He served in the Air Force before joining the Foreign Service in 1969. His postings included Vietnam, the Philippines, Taiwan, China, Poland and Malta. After retiring in 1998, he worked part-time with the Department's Freedom of Information office. His numerous interests included sailing, tennis, family history and antique maps.



**William Frederick "Fred" Johnson**, 96, a retired Foreign Service officer, died Nov. 23, 2010, of natural causes at his home in Rockville, Md. He served in the Army during World War II. He was an agricultural economist with the U.S. Agency for International Development and served in Liberia, Tunisia and Vietnam. After transferring to the Civil Service, he continued working on agricultural development programs until his retirement in 1997. He was a conservationist and enjoyed tennis, downhill skiing, playing the piano and traveling.



**William F. Livengood**, a retired Foreign Service specialist and deputy controller, died April 8 of esophageal cancer in Arlington, Va. He was a Vietnam veteran. His postings included Quito, Sana'a and Pretoria. He retired in 1996. He was a National Parks supporter and extensive world traveler.



**Jack W. Juergens**, 90, a retired Foreign Service officer, died April 20 of emphysema in Falls Church, Va. He served in the Army Air Corps in Italy during World War II. He joined the U.S. Information Agency in 1961 and served in Addis Ababa; Ibadan, Nigeria; Freetown; and Bangkok. He retired in 1983 and continued to consult with USIA. He also acquired a patent for an automotive invention.



**LaRue Robbins Lutkins**, 92, a retired Foreign Service officer, died Aug. 26 of coronary artery disease at his home in Washington, D.C. He joined the Department in 1942 and was given leave to serve in the Army during World War II. His postings included Havana, Beijing, Kunming, Malaya, Japan, Hong Kong, Ceylon and Johannesburg. He retired in 1975. He served on the board of Arena Stage for 20 years. He was active in Meals on Wheels and many other clubs and societies. He loved Shakespeare, hiking, music, reading, traveling and food and wine.



**Karen G. Malinowski**, 63, wife of former Ambassador Michael E. Malinowski, died Sept. 3 of cancer in Washington, D.C. She accompanied her husband on postings to Mexico City, where she worked in the consular section; Kabul and Colombo, where she was community liaison officer; Peshawar, where she taught English to Afghan girls; Nepal, where she led a large nongovernmental organization; Manila, Venezuela and Swaziland. She was interested in social issues and women's education.



**Joseph Novak Jr.**, 87, a retired Foreign Service officer, died Aug. 4. He lived in Martinsburg, W.Va. He was an aerial acrobat, trapeze artist, research chemist, TV set designer, scenic artist with the Metropolitan Opera and World War II Army veteran before joining the U.S. Information Agency as a technical supervisor for cultural exchange exhibits worldwide. After retiring, he was active in the Martinsburg community, especially as a theater scenic artist. He loved gardening.



**Clare M. McGlade**, 83, a retired Foreign Service employee, died Nov. 10, 2010, of pancreatic cancer. She joined the Department in 1959 and served in Panama, Helsinki, Paris, Rome, Beirut, Madrid, Ethiopia, Morocco and other African posts. She retired to Wellington, Fla., in 1981 and continued to travel around the world and the United States. She was an avid gardener and cook, and loved to entertain.



**Marvin F. Smith**, 79, a retired Foreign Service officer, died July 23 following a long battle with cancer. He worked with the Army Audit Agency and Defense Audit Service before joining the Department in 1971 as assistant inspector general for audits. He was comptroller of the Bureau of Refugee Programs and deputy director for the Office of Foreign Buildings. He retired in 1984.

## In the Event of a Death...

Questions concerning employee deaths should be directed to the Office of Casualty Assistance at (202) 736-4302. Inquiries concerning deaths of retired employees should be directed to the Office of Retirement at (202) 261-8960. For specific questions on submitting an obituary to *State Magazine*, please contact Bill Palmer at [palmerwr2@state.gov](mailto:palmerwr2@state.gov) or (202) 203-7114.



# Retirements

## Foreign Service

Chick-Bowers, Donna Ann	Lantner, Louis P.
Coates, Joyce E.	Lavelle Jr., John D.
Coughlin, Ann Stephens	LeBaron, Joseph E.
Culver, Jeffrey W.	Ley, Audrey J.
Dinger, Larry Miles	Maerkle, Frederic W.
Doucette, James E.	Mates, Michael John
Douglas, Margie Jeanne	Nelson, Karen G.
Earle, Renee	Olesen, Linda Diane
Ferenchak, Cyril M.	Page, Diana P.
Fleury, Michael	Peters, Alene M.
Gayle, Everett E.	Quinn, Martin R.
Girone, Theresa S.	Simons, Paul E.
Hamilton, James K.	Troje, Michael Thomas
Irvine, Ellen P.	Tunis, Jeffrey Stewart
Kleinfelt, Ruth Ann	

## Civil Service

Barton, Paula J.	McGrath, Thomas Gerald
Bond, Paul A.	Mobley, Willie J.
Burke, Catherine I.	Morse III, Asa C.
Carter, Leticia I.	Prosper, Sybil T.
Eastman, Phyllis D.	Quirk, Barbara J.
Evans, Madelyn Jeanne	Rogers, James S.
Favors, Melvern V.	Sardinas, Martha
Goode, Martha K.	Thomas, Susan Drew
Kelley, Mary Rose	West, Jeannette E.
MacCragh, Adolfo P.	Wood, Susanne E.
Malinoff-Kamide, Jane	

## Coming In Our December Issue



### CG Toronto's FSNs Know Immigration First Hand

### State Puts Wounded Warriors to Work

### Need Guidance? Seek Mentoring

...and much more!



## Seeking a Safer World

Several of this issue's stories, taken together, serve as a reminder of the Department's significant role in providing for the security of its staff and the wider world. They run the gamut from a profile of the emergency-ready Incident Management Team and the Department's response to the disaster in Joplin, Mo., to highlighting a two-week university program that trains senior Foreign Service officers regarding homeland security, intelligence and counterterrorism.

And, reflecting that the world's security is our security, we also highlight the Mérida Initiative, doing so through a story about a mission flown by Embassy Mexico's deputy chief of mission at the controls of a Mexican Federal Police helicopter. The four-year-old initiative provides technical assistance and equipment to help Mexico disrupt organized crime, sustain the rule of law and create a 21st-century border, strengthening both nations and their security relationship.

In the United States, when a domestic incident threatens Department personnel or facilities, the Department activates the Incident Management Team to coordinate response efforts between Department bureaus and with local, state and federal governments. The team ensures readiness through exercises, such as one in March that simulated a 7.3- magnitude earthquake causing destruction in Charleston, S.C., the location of the Charleston Regional Center. Within 36 hours, the team was responding to the real thing: the potential affect on the United States of Japan's earthquake and tsunami.

In May, the Department again responded, this time in a domestic disaster, when a tornado struck Joplin, Mo., killing 152 people and destroying an estimated 8,000 structures. Because the city has a sizeable population of foreign nationals, a Bureau of Diplomatic Security team was on the scene within 48 hours to assist foreign consulates in accounting for and identifying their citizens.

Sadly, some disasters are man-made. This year marked the 10th anniversary of the Sept. 11, 2001, terrorist attacks. Nearly 3,000 lives were lost in New York City, Pennsylvania and Washington, D.C., and in remembrance of those losses, U.S. diplomatic posts in Ireland, Switzerland, Azerbaijan, The Gambia, Trinidad and Tobago, Morocco and elsewhere held commemorations.

One of the largest was held at the U.S. Embassy in Dublin. Speakers included Ireland's president and prime minister, and a retired New York Police Lieutenant who was one of the first responders to the World Trade Center attack. He was joined onstage by several New York firemen who were at Ground Zero that day, and his remarks received a standing ovation.

Several posts held tree-plantings, and at the U.S. Embassy in Bern, Switzerland, two trees were planted; the second was to remember the victims of this year's mass murder in Norway. The several hundred attendees heard U.S. Ambassador Don Beyer call for hope in the face of "the senseless barbarism of terrorists."

Lastly, we commemorate the Department personnel who have passed on in recent months. They include Virginia T. Babin, Patricia M. "Pat" Casey, Ernest B. "Eb" Dane III, John R. Dobrin, Glen Fisher, Jeanne Francis Griffin, Arthur S. Hoffman, William Frederick "Fred" Johnson, Jack W. Juergens, Howard H. Lange, William F. Livengood, LaRue Robbins Lutkins, Karen G. Malinowski, Clare M. McGlade, Joseph Novak Jr. and Marvin F. Smith. ■

A handwritten signature in dark ink, appearing to read "Ed Warner". The signature is fluid and cursive, written on a light-colored background.

Ed Warner  
Acting Editor-in-Chief



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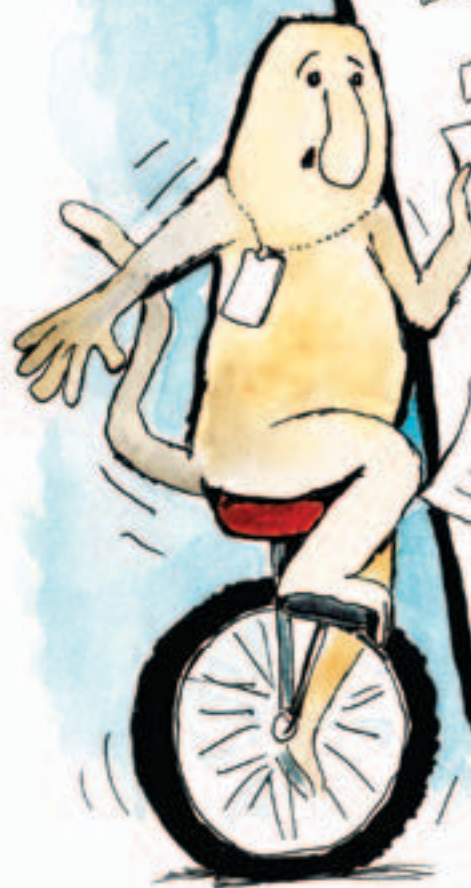
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## Health Benefits Open Season Arrives

Employees may enroll or change their health, vision and/or dental insurance during the 2012 plan year's open season, Nov. 14 through Dec. 12. Benefit fairs featuring health insurance representatives will be held this month at the Harry S Truman Building and Foreign Service Institute and will be announced in Department Notices.